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HOW TO GET THE JOB YOU WANT

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HOW TO GET THE JOB YOU WANT

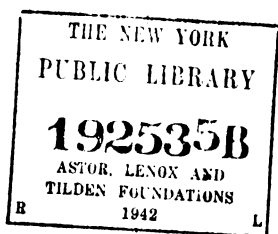
BY
WILLIAM L. FLETCHER



BOSTON AND NEW YORK
HOUGHTON MIFFLIN COMPANY
The Riverside Press Cambridge

1922 R.B.P.





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**The Riverside Press
CAMBRIDGE · MASSACHUSETTS
PRINTED IN THE U. S. A.**

DEDICATION

I should like to dedicate this book to my wife, Eleanor Hall Fletcher, and to all the other wives of business men everywhere who, by their courage, faith, loyalty, and cheerfulness, are helping their husbands in their struggles to succeed in business, live up to their ideals, and make the world a little better place to live in.

But who can write what these women deserve to have said of them? Thinking of my own wife, I might also ask, "Can one describe perfection?" To appreciate fully is one thing; to express fully is quite another. Do I suggest what I cannot express?

re-learned ship

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employer and employee are not always one and the same thing. If you are a salesman working on a commission basis, you may safely assume that your employer will do everything he can within reason to help you increase your income because you must make more money before he can make more. But if you are an employment manager or a bookkeeper or a stenographer or a cook, your employer may feel that the thing for him to do is to get you to work as hard and intelligently as you can for as little money as possible. The most important thing in the world to you is **You** and the most important thing for your employer is **HIMSELF**. Keep this in mind.

DIFFERENCE BETWEEN THEORY AND PRACTICE

There was a story in "System" some time ago about a life-insurance salesman in a small town who, upon entering a store run by a friend, found his friend talking to a stranger about an application for life in-

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surance which he had just signed. The local salesman was indignant that his friend should give his insurance to a stranger and said, "John, what do you mean, giving your insurance to this stranger, when you know that I am agent for three first-class companies?" And John said, "I didn't give it to him; he came in here and took it."

No employer likes to be "held up" and no employee who tries to hold up his employer is likely to go very far in business. But there is a big difference between qualifying yourself for a desirable position to the extent that you can sell yourself to your employer for a fair price and trying to hold him up for the same amount of money. Every business man likes a fighter, that is, a man who fights for business; no employer likes a man who fights with him or his other employees.

In the long run you will find that you will get out of business just about what you are in a position to take. The best way to take what is justly due you is to qualify yourself

HOW TO GET THE JOB YOU WANT

so well for the work you are doing that your employer will be glad to give it to you. Don't carry a chip on your shoulder. Study your work, fight for the best interests of your employer, show him how he can make more money — and he will usually reciprocate in kind.

GETTING THE JOB YOU ARE QUALIFIED FOR

The object of this book is to help you get the job for which you are qualified. The problem of the man who is qualified for a \$10,000 job is exactly the same as that of the man who is qualified for a \$1500 or \$25,000 job. The theory is the same for all men. Methods must necessarily differ in many ways and this book will show how. This does not mean, however, that getting the job you are qualified for and getting the job you want are one and the same thing. They may be or they may not be.

GETTING THE JOB YOU WANT

If you are now earning \$9000 a year and

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are qualified for a \$10,000 job, this book will show you how to get it. If you are now earning \$3500 and want a \$4000 job, it will show you how to get that job also. But if you are now earning \$2500 and want a \$10,000 job, you have a problem of an entirely different nature. This book will help you here also, but you must progress by degrees.

The first thing you must do is to get the job for which you are now qualified. This probably means a job at a salary of from \$2800 to \$3500. This book will show you how to do this. When you are in this new job you must prepare yourself for the next higher position with your new employer. Study and work — hard. If you select your employer wisely, your future will take care of itself. If you make a mistake, all you have to do, as soon as you are qualified for a bigger job, is to again follow the course outlined in this book.

The one thing you should keep in mind is that business is like a football game. You have four downs to make ten yards. If you make them you are allowed four more downs

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to make another ten yards. No good football team tries to make a goal every time the ball is passed. Don't try to do too much at once. Just remember that turtles are good finishers.

APPRECIATION OF FUNDAMENTALS

There are a number of books and pamphlets on the market dealing with the question of how to get a job. Many of these books were written from ten to twenty years ago. These older books deal largely with fundamentals, such as blacking the backs of the heels to one's boots, not offering cigars to prospective employers, neatness in personal appearance, and assuming a cheerful, optimistic expression in applying for a position. In this book it is assumed that every one has an appreciation for these important fundamentals. Many men will only confuse themselves if they try to read these books and follow the advice they contain. But if you are not absolutely sure that you do appreciate these fundamentals, you will do

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well to look over some of these books which are mentioned in the bibliography in the back of this book. If the advice in any of these older books conflicts with the suggestions in this book, you must use your own judgment to determine which course to follow. Times have changed in the last twenty years, however, and you should go slow in following the courses outlined in the older books. This is particularly true in the case of sales letters. At one time it was considered good business figuratively to hit a man between the eyes in your letter. At the present time this is not being done. Don't try to write "clever" letters or dazzle a prospective employer with any stunt. You are sure to lose out on the good jobs if you do. Be conservative.

GETTING A JOB IS A SALES PROBLEM

After you have fitted yourself for the job you want, getting it is a sales problem. You are trying to sell a certain product, namely, your own services.

HOW TO GET THE JOB YOU WANT

In selling your services to an employer, you must do four things — get his attention, arouse his interest in you, create desire on his part for your services, and get him to act upon his conclusions. These four steps of a sale are usually spoken of as attention, interest, desire, and action.

To consummate a sale you must know three things — **YOURSELF**, that is, the article to be sold ; the **EMPLOYER**, who is your prospect, and **HOW TO SELL**, that is, how to locate your prospect, size him up, get his attention, arouse his interest, create desire, and close the sale.

This book will tell you how to do these things. But right here there is one point you must get in mind and keep in mind all the time. The employer who hires you will do so for just one reason, namely, **WHAT YOU CAN DO FOR HIM**. In selling your services never forget this. Don't talk or think about how much you need a job or anything else which has to do with yourself. Keep in mind that money comes as a reward for

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service rendered. It is not a cause but an effect. Sheldon says that he who serves best, profits most. If you can render a real service to an employer he will pay you a real salary.

BEFORE AND AFTER THIRTY

When you are reading the chapter on "Analyzing Yourself," you will do well to ask yourself if, provided you are now employed, you have really exhausted the resources of your own company. About five out of every ten men who come to me for positions would do better to stay with their present employers than to change jobs. The trouble with most of these men is that they do not study enough. They don't study themselves and they don't study their jobs.

In this connection, Bruce Barton once wrote an editorial in which he said that the success a man achieves before he is thirty comes as a result of the home training and education his parents give him and that the progress a man makes after he is thirty

WANTED—Resident salesmen in New York, Boston, Chicago, Cleveland, Philadelphia, to sell Foote Hand Made cards. We specialize in exclusive display cards and calendars for the manufacturer and retailer. Strictly commission, with exclusive territory. Live men can make \$10,000 a year. Foote Associates, Inc., 40 State St., Rochester, N. Y.

YOUNG COPY WRITER

Largest Texas advertising agency with several national accounts needs copy writer immediately. College education preferred, but not required. Should be not less than 23 nor more than 29 years old. Must be willing to consider opportunity as well as immediate salary. In firm letter state education, experience, age, whether married, salary expected and enclose photograph. Mid-Continent Advertising Agency, Dallas, Texas.

Two alert young men, age about 25, wanted by well-established and steadily growing offset printing company, to assist executives in charge of sales and production departments, respectively. Must be wide-awake, systematic, good penmen, accurate in figuring and making layouts and familiar with the entire printing art, including paper stock. Excellent opportunity for right men. Reply very fully in confidence, giving experience, previous employers, education, age, salary, etc. Box 942, Printers' Ink.

Direct Advertising Service Man

With knowledge to plan and write direct advertising campaigns. Intelligently plan and lay out house-organs, catalogues, booklets, folders, etc., and able to present his ideas to prospects in a convincing manner. Working knowledge of art and engravings and how to buy same essential. A man critical on details. References, samples, and salary with first letter. Box 913, Printers' Ink.

WANTED

Advertising Counselor

For Canadian publishing house, one possessing a thorough knowledge of advertising agency work and selling; one accustomed to co-operating closely with clients, planning complete campaigns, a clear thinking originator of striking ideas; one who writes convincing business producing copy. Apply, giving full particulars as to experience, education and salary. Replies will be treated confidentially. Box 904, Printers' Ink.

Advertising man wanted for five furniture store in bustling Ohio city of about 150,000 population, with branch stores in other nearby cities. Applicant must be able to earn \$5,000 per year to start and while knowledge of the furniture business is not essential, we prefer man with college education and some newspaper reportorial experience. This is a big job for a big man, and the opportunity for advancement is a splendid one. Address Box 915, Printers' Ink.

A SALESMAN WITH PERSONALITY PLUS ADVERTISING EXPERIENCE

The latest addition to our organization is an ART DEPARTMENT managed by a highly skilled artist. This department, in connection with our photographic studios, has remarkable possibilities for development in connection with photographic and advertising composition get-ups. An excellent proposition is open to the proper man. See Mr. Poemman, Underwood & Underwood, 6 East 39th St., New York.

Advertising Manager

who is a graduate Mechanical Engineer and a worker. One who can write clear, intelligent copy, and who is familiar with printing and publishing. Prefer a man between thirty and thirty-five years. Salary \$4,000 a year. Give full particulars in first letter. Address Sales Department, E. F. Houghton & Co., 240 W. Somerset Street, Philadelphia, Pa.

A SECRETARY

for a busy executive handling Advertising Art and Production — one who is an expert at relieving an executive of detail; must be tactful and possess initiative—one who has had Advertising Agency experience. If you possess the above qualifications, write Box 923, Printers' Ink.

Some men and women find it hard to believe that the corporations have just as hard a time to find good people as good people do to find good jobs. The advertisements on this page are only a few run in one magazine during the recent business depression.

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comes as a result of what he does for himself. This is absolutely true. If you want to get ahead you must study. You must study as long as you live. You must study intelligently. There is nothing finite about education. It is a never-ending process.

OVERLOOK NO OPPORTUNITIES

In looking for a position, your motto should be, "Overlook no opportunities." Many people tell me every week that they would not think of going to an employment agency for a job, or that they "just couldn't bear the thought of advertising in the classified columns of the newspapers" even with keyed or blind ads. These people are not likely to be successful. I hold no brief for the employment agencies, but in most large cities there are employment agencies which are doing excellent work and are worthy of your confidence. In New York, Pittsburgh, Chicago, and a few of the other very large cities there are employment agencies which cater particularly to high-class

HOW TO GET THE JOB YOU WANT

people. These organizations frequently have jobs up to \$7500 and \$10,000 a year. In going to an employment agency you will do well to investigate a little before you commit yourself to any definite program. Not all employment agencies are worthy of your confidence — but neither are all banks, hotels, or any other kind of business organizations. Use your head, but don't let any blind prejudices keep you out of the job you want.

HAVE A DEFINITE PURPOSE

In my work I talk every day to many men who are looking for positions. One fault stands out above all others, and that is a lack of a definite purpose in life. When a man tells an employer that he will take any kind of a job or that all he wants is an opportunity, the employer immediately puts him down as the kind of a man he does not want. Every employer is trying to do some one or more very definite things. What he wants is some one to help him do them.

If you have never had a definite purpose

ANALYZING YOUR PROBLEM

you must have one. Ask yourself what you want to be doing ten or twenty years hence — then plan intelligently how to get the results you want. Write your purpose down on a piece of paper. Make it definite. Think about it, test it. Until you decide where you want to go you are not likely to get there.

WOMEN IN BUSINESS

The woman who goes into business with the idea of sticking to it naturally wants a good job. Her ideas and ambitions are exactly the same as those of any man. Her problem is a little harder than that of a man because of the prejudice against women on the part of some men. But this prejudice is rapidly fading away. The war did a great deal for women. Many employers have found that women can do some kinds of work as well as, or even better than, men.

Many women have felt that, because they were women, some special consideration not ordinarily granted men was due them from employers. They may or may not be right.

HOW TO GET THE JOB YOU WANT

But the fact remains that the woman who wants a good job is going to get it in just one way — by playing the business game exactly as the men are playing it. Courtesy is the rule in most business organizations, but business, in the last analysis, is a give-and-take fight in which the devil gets the hindmost; and the woman who is not willing to fairly compete with men will do well to keep out of business. If the woman who reads this book is willing to play the game in the man's way, it will help her to get and hold a good job just as it will any man. If she is not willing to do this, nothing will help her.

IMPORTANCE OF BUSINESS BOOKS AND TRADE PAPERS

One of the things which every man or woman who wants a good job must do is to learn to appreciate and use business books and trade papers. The man who is not reading from three to five of the trade papers published in his line of business and at least one business book a month stands a very

ANALYZING YOUR PROBLEM

small chance of advancement. Business books and trade papers have never been appreciated in the United States as they have in Europe. In competition with Europeans this negligence on the part of Americans has cost us dearly. In a competition for a job, the man who reads his trade papers and the worth-while business books published in his field is almost sure to win out over the man who does not.

USE YOUR LIBRARY

All of the larger public libraries and many of the smaller ones subscribe to a large list of trade publications. In every library, regardless of how large or small it is, you will find something which will help you in getting and holding a good position even if it is only a copy of William Dean Howells's "A Hazard of New Fortunes." You must use your library. If you don't know how to use it, and there are many big business men who do not know how to use a library, you can easily get an attendant to help you find

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what you want. If by any chance you should strike an attendant who cannot help, go into the stacks of business books and look around, or start with the title "Employment" in the catalogue to locate what you want, or look up some of the books listed in the bibliography in this book. In New York, the magazine "Advertising and Selling" publishes once a year a list of all the trade papers of the United States. A copy of the issue containing this list might help you. See if your library has this magazine.

Many people think of libraries as stone buildings which are pointed out to strangers in town. It will help you in business if you will forget this idea and think of your library as a place where you can learn anything you want to know at absolutely no expense to you. There is something in your library which will help you at every step discussed in this book.

If you will investigate, you will also find that there are many excellent private libraries. Some of the colleges have libraries

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which are better than most public libraries. Many high schools, clubs, churches, and business houses also have good libraries. Also, some of your business acquaintances may have private libraries which would be a real help.

PUT IT IN WRITING

In taking a position you should use the same judgment you would use in any other business transaction. If your arrangement with the employer is anything but the conventional salary proposition, you will probably do well to get it in writing. Sometimes formal contracts are made which are duly executed and approved by the lawyers of both parties. In most cases the value of these contracts is questionable. About the only thing a contract is good for is to prevent misunderstandings. In many cases a letter written to an employer thanking him for real or imaginary courtesies may be made to serve all the purposes of a more formal contract. If you casually outline your un-

A Big and Successful Executive Wanted

As General Manager of New Chain Store Organization

A well financed organization is about to open a chain of stores through which to sell a staple and standard commodity. A general manager needed to take complete charge of the whole enterprise. He must be able to show a record of success as a merchandiser and be big enough to build the business from the ground. He will have to fix policies, hire his own staff, decide locations and be responsible for every phase of the business. The salary and the opportunity for increased income will be all that a really big man could wish. Complete details of business experience, education and general characteristics are desired in first letter. A photograph would also be appreciated. All replies will be treated in strictest confidence. Address Harold Whitehead—personal—Head of Vocational Department, College of Business Administration, Boston University Boston, Mass.

Advertising Manager for Specialty Store

Wanted a specialty store in Boston has constant opening for high grade man experienced in advertising. Previous experience in this particular kind of advertising helpful, but not essential. Address P.K.J., Transcript, Boston 2.

ASSISTANT TO SALESMANAGER

Man experienced in sales work. 25-32 years old; Protestant, must be good correspondent and detail man. Write, giving experience in full to G.H.W., Transcript Boston 3.

Houghton & Dutton Co.

Require the services of
**Competent
GLOVE BUYER**

We have a very attractive opening for a woman thoroughly experienced as buyer and manager of a large glove department. A woman now assistant buyer in some progressive store, who has proven her ability will also be considered for this position. Reply Employment Dept. W.F.S.

Wanted

Skilled Cabinet Makers, Stock Cutters, Wood Turners, Moulders, Planers, Stock Fitters and Sawsaw Men

Irving & Casson—A. H. Davenport Co.

36 OTIS ST., EAST CAMBRIDGE, MASS.
LABOR TROUBLE

SALESMEN

A Prominent Boston Automobile Distributing Agency desires to get in touch with some clean-cut, honest young men, over 25, to be trained for its sales organization, is well a high-grade car throughout New England, we are not looking for experienced salesmen, as we prefer to develop our own men. Personal connections with good future to men who prove themselves capable. Address A.W.F., Transcript, Boston 2.

40 20

SALESMAN

To sell various furnaces in New England territory for large middle West manufacturer. Man with experience in sale of this or any high-grade electrical can make permanent profitable connections. If you qualify and get results. Live in nationally advertised and sold through hardware, plumbing and house furnishing trade. Interviews will be arranged for in Boston with appropriate "selling themselves" in first letter. Address M.B. Transcript, Boston 2.

W.F.H.

40 20

MUNICIPAL BOND SALESMAN

WANTED

A New York house which has many years experience in Boston office to deal exclusively in Municipal Bonds in the New England territory has an opening for one or two energetic and efficient municipal bond salesman. We shall be glad to talk confidentially with any man who are willing to consider a change from their present condition. Address H.N.T. Transcript, Boston 2.

Cook \$16.00 a Week

WILLISLEY—25 miles from South Station, Boston, by train. Family consists of young man, wife and infant with nurse girl. The second girl caretaker and chauffeur live in the own houses on estate. You will have your own room and bath. Must be energetic and pleasant and excellent cook. Good references required. Telephone Back Bay 1268 for appointment or address N.H.C. Transcript, Boston 2.

WANTED

House man to take entire care of burglar and do the cooking for family of two. Excellent wages. Best of references required. Address P.C.B., Transcript, Boston 2.

Wanted

HARDWOOD FINISHERS

Irving & Casson—A. H. Davenport Co.

36 OTIS ST., EAST CAMBRIDGE, MASS.
LABOR TROUBLE

GENERAL MAID

Cape Cod, wanted two adults, one child, must be good cooks. Tel. Brookline 2961.

GENERAL HOUSEWORK

WANTED: A competent girl to do general housework near Coolidge Corner. Small family. Best wages. Apply in person. Third floor, 121 St. Paul St. Brookline.

Advertisements in one issue of the *Boston Transcript* during a business depression

ANALYZING YOUR PROBLEM

derstanding of your agreement, informally but clearly, and the employer does not, in writing, correct any statements which are erroneous, such a letter is pretty good proof that the agreement mentioned existed and would be so accepted by a court. Do not rely upon this book nor upon yourself for legal advice, however. If you feel that you need legal help, go to a good lawyer.

“KEEPING EVERLASTINGLY AT IT BRINGS SUCCESS”

If you go after a job and don't get it — or after fifty and don't get any one of them — don't get discouraged. Every job you lose brings you one nearer the one you will get. No salesman ever closes one hundred per cent of his prospects. You must rely upon the law of averages. By this law you will close a certain percentage of the sales you try to make. Your percentage will be determined by your ability as a salesman. Remember that you have only one job to get.

HOW TO GET THE JOB YOU WANT

One of the largest advertising agencies in the United States has a motto, "Keeping Everlastingly At It Brings Success." You cannot do better than to adopt this motto as your own while you are looking for a position. Emerson said that one reason why most men do not accomplish more is because they don't attempt more. Keep at it until you get results. Somewhere, the job you want is waiting for you. All you have to do is to keep hunting until you find it.

CHAPTER II

ANALYZING YOURSELF

SEEING YOURSELF AS THE EMPLOYER WILL SEE YOU

MANY years ago Robert Burns wrote that, if we could see ourselves as others see us, it would free us from many a blunder and foolish notion. A salesman must know the goods he is selling and be acquainted with their good and bad points. In getting a job you are selling yourself. You are the goods to be sold. This means that you **MUST** know yourself before you can get the job you want.

Knowing yourself and thinking that you know yourself are not always one and the same thing. In this chapter it is absolutely necessary that you be strictly honest with yourself. After the analysis is completed, you will be at liberty to make as much of your strong points as possible. What you are after here are facts.

HOW TO GET THE JOB YOU WANT

If you follow the plan of self-analysis outlined in this chapter you may get quite a surprise. If you think that you are fairly able or, in fact, quite clever, you may find that others do not share your opinion. On the other hand, if you don't think very much of yourself — perhaps have not enough self-confidence — you may be quite flattered by the results of your analysis.

COMPLETING AN INFORMAL APPLICATION BLANK

The first thing to do to find out just where you stand is to complete an application blank just as you would if you were going to an employer for a position. The following questions are taken from the blank which I use in my business every day. They are the important questions upon which decisions are made. Read the blank through carefully before you start to write. Then go back to the beginning and answer the questions as best you can. Do this before you read the rest of this chapter.

ANALYZING YOURSELF

Name and address.....

Age.....Religion.....Married.....Dependents.....

Exactly what position do you want.....

What positions are you qualified to hold.....

.....

Location (City or State).....Salary.....

In what lines of business have you had experience.....

.....

Education.....

Languages.....

CHRONOLOGICAL RECORD OF POSITIONS HELD

<i>From</i>	<i>To</i>	<i>Position</i>	<i>Company</i>	<i>Salary</i>	<i>Reason for leaving</i>
.....
.....
.....
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HOW TO GET THE JOB YOU WANT

What magazines and trade papers do you read regularly.....

.....

What books have you read recently.....

.....

What studies did you like in school.....

What studies did you dislike.....

What are your amusements.....

What are your ambitions.....

What do you want to be doing five years hence.....

.....

Are you saving money regularly.....If so, what are you
doing with it.....

Do you carry life insurance.....If so, how much.....

Could you invest in the business you enter.....

What is your physical condition.....Do you take
any regular physical exercise.....What.....

Of what clubs, lodges, fraternities and business, trade and civic
associations are you a member.....

.....

Have you any serious physical defects or disease.....

ANALYZING YOURSELF

If so, what.

Do you owe any money which is giving you trouble.

Is your home life congenial.

War record.

.....

References.

.....

.....

.....

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.....

.....

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.....

.....

If you have approached the task of completing this blank in the right way, the very act of putting down the answers to the above questions will help you to know yourself. In a general way you know what the answers to the questions ought to be. But let us go on to another schedule.

HOW TO GET THE JOB YOU WANT

SHELDON'S SELF-RATING SCHEDULE

Many years ago, Arthur Frederick Sheldon wrote and sold a correspondence course in business building and salesmanship. Many of the theories which he outlined in his course are now recognized as fundamental principles of business and the course still has a large sale. In his course Mr. Sheldon gives a rating schedule for the use of his students who are trying to size themselves up. In this schedule he calls the desirable qualities, "Positives," and the undesirable ones, "Negatives." Check the following list to find out where you consider you are strong and where you are weak.

Positives

Desire to serve
Earnestness
Straightforwardness
Ambition (desire for success)
Sincerity
Unselfishness
Civility
Refinement
Modesty
Due emotionality

Negatives

Self-interest
Indifference
Evasiveness
Apathy
Insincerity
Selfishness
Incivility
Coarseness
Vanity
Callousness

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Courage	Fear
Loyalty ✓	Disloyalty
Moral uprightness ✓	Moral crookedness
Optimism ✓	Pessimism
Justice ✓	Injustice
Honesty	Dishonesty
Hope	Despair
Faith	Doubt
Courtesy	Discourtesy
Content	Discontent
Politeness	Rudeness
Fidelity	Infidelity
Truthfulness	Lying
Temperance ✓	Intemperance
Calmness	Rashness
Gratitude	Ingratitude
Sense of humor	Lack of humor
Reverence	Irreverence
Trustfulness	Suspicion
Generosity	Stinginess

TWENTY TRAITS OF PERSONAL EFFICIENCY

On the next page you will find another and different kind of rating schedule. It is taken by permission from the course in Business Essentials of the Business Training Corporation of New York. It is the opinion of many experts that your success in business will depend upon the degree in which you possess these qualities.

In the column numbered 1 put down the ratings which you think you should have.

HOW TO GET THE JOB YOU WANT

BUSINESS TRAINING CORPORATION — RATING SCHEDULE

	1	2	3	4	5	6	7	8	9	10	Av.
Health
Appearance
Observation
Concentration
Memory
Imagination
Reasoning
General knowledge
Business knowledge
Ability to express yourself
Ambition
Confidence
Loyalty
Enthusiasm
Cheerfulness
Reliability
Energy
Persistence
Initiative
Self-control
Averages

Then take nine pieces of paper and make nine copies of this schedule. Give these copies to nine different people and ask them to grade you. Perhaps some of the people whose names you gave as references would be good people to ask to do this. When the

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schedules are complete, ask the people who are acting as judges to mail them to you in plain envelopes or in some other way get them back to you, if you think necessary, so that you will not know who gives you the uncomplimentary marks. If a number of friends come in some evening to call, let them try their hands at this game. Ask your business associates and particularly your business superiors to help you. If there are some people in your place of business who do not like you, it might be a good idea to let them complete some schedules.

When the schedules are completed and returned to you, enter the marks in columns 2 to 10 inclusive, average them up and put the averages in column 11. All grades should be on a scale of 100 — 0 being the lowest and 100 the highest. Be sure and explain this to the people who are acting as judges. It is all right to have personal friends complete three or four of these schedules, but the majority should come from people who know you in a business way, preferably

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your superiors. In copying the schedule, each copy needs only one column in which marks may be entered. Do not let any person know what any other person thinks. You want independent judgments.

ANALYZING YOUR APPLICATION FROM EMPLOYER'S VIEWPOINT

If I were looking over your informal application as a prospective employer, your age would be the first thing I should look at. If it was within the range I wanted I should pass it; otherwise I should throw your application out. Some jobs require old men, some young men, and some middle-aged men.

Nearly half of the employers who come to me for men specify a preference for or against some religion. Your religion will always be helping you or holding you back, but you can't help this, so you should not worry about it.

For most responsible executive jobs, I prefer married men. For some kinds of

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jobs, particularly those which require a man to travel or possibly move at frequent intervals from city to city, single men are best.

Under the heading "Education," I like to find some evidence that the man being considered did not stop studying when he left school or college. Any education which a man works for and pays for out of his own pocket is worth more to an employer than education, so called, which was forced upon him. Correspondence courses — good ones, which are completed — should always be put down on an application. They are very valuable.

The chronological record of positions held is one thing to which every employer pays careful attention. Too frequent changes do not look good. Neither do fights with former employers. Your salary should have shown a steady increase over a period of years.

The importance of reading business books and trade papers was discussed in the first chapter. Read it again. After you have put

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down the studies which you liked and did not like in school, see if you can figure out why you did or did not like them. Then see how you can make this information help you in getting a job. If you did not like arithmetic, will you do well to keep out of bookkeeping and accounting? If you did not like history, was it because of a poor memory? Ask any school-teacher what faculties are required for a student to get good marks in any study about which you have any question. In selecting a job find out what abilities are required and then ask yourself in what degree you have them.

Is your ambition hazy? Do you really know just what you want to be doing five years hence? If not, you must decide. Don't decide in a minute. Take your time. Also, if you are married or have other dependents, take them into your confidence. "Sell" them on your ideas and get them with you. Otherwise you may be pulling as a dead weight several people who should be helping you pull the load.

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The question of whether or not you are saving money regularly is one of the most important questions in the whole application blank. If you cannot manage your own affairs properly, I don't want you to try to run mine. Every employer feels the same way. Your personal finances should be on a budget system. Your employer is in business to make money. Making a business make money is the science of business. That's what it is for. You work for the same thing — to make money. Show that you appreciate the importance of this point and can make and save money. Also show that you know where to put it after you get it. Life insurance is one very good way for most people to save money and protect their dependents at the same time.

Are you spending too much or not enough money on fraternal and trade associations? Think it over. Do you owe any money which is giving you any trouble? If so, you cannot give any employer the full number of hours a day which he pays for. You

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should try to get your affairs in such a condition that you can handle them and gradually work out of the hole if you are in one.

SELECTING YOUR STRONG POINTS'

The object of this chapter is to help you to select for yourself the points which you will stress in trying to get a job. There is another chapter on how to complete an application. What we are trying to do here is to find out where you are strong and where you are weak. By this time you should have a very good idea. You have probably thought about a number of things which never occurred to you before. Take a piece of paper and write down on it all the things which you can do better than most men; then put down in another column your weaknesses. This list is what you will use in framing your advertisements, sales letters, answers to advertisements, and sales presentations. It must contain all your strong points.

ANALYZING YOURSELF

CHARACTER PLUS KNOWLEDGE EQUALS DESTINY

• If you will stop to think for a moment you will realize that your success in life will come as a result of what you know and the kind of man you are — that is, whether or not you are reliable, optimistic, enthusiastic, etc. Destiny does not necessarily mean failure. It may mean a great success. What you are plus what you know determines absolutely the degree of success you will achieve in life. Character is simply a short name for what you are.

If you have uncovered certain weaknesses of character there are ways in which you can proceed to eliminate them. I can't tell you how in this book because there is not room, but I can give you some hints as to how to proceed.

WHAT MAKES CHARACTER

Your character is the result of five ever-present influences — heredity, environment,

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health, will power, and habits. If you were born with or developed at a very early age some physical defect, that is the result of heredity. Environment, of course, includes almost all of the conditions under which you live — the people you work with, your neighbors, the house you live in, the newspapers you read — everything. The other factors require no explanation except that many people think of habits as things which are not good for them and hold them back in one way or another. This is a wrong idea. There are good habits as well as bad ones.

HOW TO CORRECT WEAKNESSES

There are certain things you can do to correct weaknesses. The first thing is to locate them — find out exactly where they are and what they are. The next thing is to admit frankly that you have them — bring them right out in the open and look them all over — see just how bad they are and just what they are doing to you. You don't necessarily have to admit to any one else

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that you have them, but you must be honest with yourself. The third thing to do is to find out what caused or is causing them. You will find the cause somewhere in one of the five factors which go to make up your character. Don't make excuses for yourself and don't blame heredity for faults which lack of initiative or courage on your part have developed.

Of the five factors mentioned — heredity, environment, health, will power, and habit — will power and habit are absolutely under your control. Health and environment are also to a certain degree under your control. You must study these factors and find out how you can make them **WORK FOR YOU**.

The most important of these factors is habit. Any psychologist will tell you that an action once repeated becomes a habit. You can make your habits work for you simply by doing the thing you want to do until it becomes a habit. Start to-day to be an actor. Just imagine all the time that you really are the man you want to be. Play a

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part in a play. Do every day the things which the man you want to be would do until it becomes a habit. Once your new habits are formed, you will really be the man you wish to be.

PSYCHOLOGICAL TESTS AND CHARACTER ANALYSIS

Some readers will probably be surprised that, in this chapter on self-analysis, I have so far ignored psychology and character analysis. During the past few years a great deal has been done to develop psychological tests and use them in business. But at the present time there are very few psychological tests which could be used by readers of this book. The Alpha test used in the army was not designed to test a man's business ability. The Harvard Graduate Business School and a number of other universities are doing good work in this field, but there are still many able employment managers who do not feel that psychology is ever going to be of very much value in selecting men for business

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positions. Personally, I think that in a very few years psychological tests will be very widely and successfully used, but most men will do well to keep away from them now.

For several years there has been a very widespread interest in the United States and Canada in what is commonly called character analysis; that is, the judging of character by the observational method. Many people swear by character analysis, more swear at it, and the great majority don't know whether there is anything in it or not.

I have met and talked with and employed some of the leading character analysts in the country. For several years I have studied this subject and observed the work of the people in this so-called profession. The facts, as I see them, are these: There is something in character analysis of real value to business. It is a very complex subject. Comparatively speaking, very little is known about it. Those things which are known can be taught by good teachers to

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people who have certain natural faculties unusually well developed. Most of the books and courses which have been written on this subject are bunk. Most of the people who call themselves character analysts are, to a certain degree, fakers.

There are many theories in character analysis which are absolutely sound, but are not generally accepted as being sound. The fact that they are not accepted by good scientists is because the "proof" offered to substantiate them is not proof at all — simply guesswork and bunk. But they work out in practice just the same. There are other theories which never have been and probably never will be proved. There are a few people in the United States who can make character analyses which are worth while. You should go slow, however, in engaging any one of them. When this "science" is fully developed — if it ever is — the people practicing it will handle their work just as doctors and lawyers practice their professions; when you feel that you need their

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advice you will go to them and pay them just as you do your oculist, lawyer, or doctor; the fees will be graded according to the amount of work done and the ability of the client to pay. When this time comes, the idea that you can spend an hour in some one's office and, for a liberal fee, have your life-work mapped out for you will be forgotten. It ought to be forgotten. Play safe for a while.

CHAPTER III

STUDYING THE MARKET

LOCATING THE PROSPECT AN IMPORTANT PROBLEM

Most men who have trouble in finding satisfactory positions think that their trouble lies in not being able to locate prospects for their services. The majority of the men who hold this belief are wrong — the trouble lies with them. Either they are not really qualified for the jobs they want or they don't know how to sell their services. But the question of how you are going to locate your prospects is still an important problem.

THE CONSTANTLY WIDENING CIRCLE

The trouble which most people have in finding prospects comes from their inability to know a good prospect when they see one. Before they start to hunt for prospects they

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make up their minds that they are up against a very stiff problem. Once they have determined to have a hard time they usually succeed in having it.

If I were looking for a job the first man I should approach would be my nearest neighbor. This may sound foolish. It might be foolish if I went to him with a hang-dog air and begged him for a job. But I should not go to him in that way. I should try to sell myself to him so that he, in turn, could sell me to some one else. The first place for any one to look for a position is among the people he knows best. Start near home and *work out along the lines of least resistance.*

FISHING WHERE THE FISH LIVE

Getting a job is a good deal like going fishing. Two years ago a camp I have visited every year since I started going fishing was sold — and I had to hunt a new place to fish. I casually told one of my neighbors what I was looking for and he said, "I know just the place." Then followed an enthu-

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siastic description of a small pond on Cape Cod where one could catch a bushel of yellow perch in an hour. But I could not get excited about yellow perch and he knew of no other places. So I asked another friend. He told me of a summer colony on the Coast of Maine where I could get all kinds of salt-water fishing. But again I did not get excited, because *what I wanted to catch was fresh-water salmon and trout. If I had told my friends this in the first place I should have saved some time.*

The third man I asked, when I told him that I wanted salmon fishing, told me just the place — a lake lying deep in the Maine woods where one could catch salmon from May to September on a fly. And he proved it by showing photographs and a sworn statement of the number he had caught during two weeks in August. Furthermore, he told me how to get a guide, what supplies I should need, and just how to reach the fishing grounds. If you want salmon you must fish where the salmon live, and the way

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to find out where they live is to tell people exactly what you want.

If you will stop to think you will realize that most people really like to help other people. If I wanted to get on the right side of any man, I should not do him little favors, but ask him to do something for me. If I approached him in the right way he would feel much better after he had done something for me than he would if I had done something for him. When you are looking for a job, tell your friends **EXACTLY** what you want and ask them if they won't keep the matter in mind for a few days — in fact, you might even ask them if they won't take the matter up with some of the executives in their own companies and see if they can't dig up something. Don't ask them simply if they happen to know of anything offhand — get them to help you hunt for just what you want. And be sure they know **EXACTLY** the kind of job you want.

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LIST OF SOURCES OF PROSPECTS

In the first chapter of this book I told you that your motto in hunting a job should be, "Overlook no opportunities." That still holds true. After you have started your friends at work on your problem, don't sit down and wait for results. Keep moving. The job you want is waiting for you somewhere. All you have to do is to keep hunting until you find it. For your convenience the following list of sources of prospects is given.

1. Coöperation of friends and business acquaintances
2. "Help-Wanted" advertisements in newspapers and trade papers
3. News items, magazine articles, and general advertisements
4. Directories and mailing lists
5. Schools, colleges, clubs, and business associations
6. New corporations and reorganizations
7. "Situation-Wanted" advertisements in newspapers and trade papers

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8. Employment agencies

9. Business competitors.

This list does not contain all the sources of prospects that exist, but it does contain more than you will need. The order in which these prospects are listed does not mean that you should approach them in the order in which they are listed. Follow the line of least resistance — approach first those which seem to offer the best returns.

COÖPERATION OF FRIENDS AND BUSINESS ACQUAINTANCES

Your friends and business acquaintances are both prospects and sources of prospects. They may have jobs to offer or know of jobs open or be able to dig up opportunities for you. They know you and can recommend you.

It is sometimes hard to think of many friends at one time. If you meet with this trouble go over your address-book or card index; if you have a correspondence file, look that over; perhaps a family album

Director of Industrial Relations

A client, operating several mills in Massachusetts, wants a man who has had practical experience in directing employee representation activities. Experience restricted to employment or welfare work is not sufficient.

This man should be 30 to 40 years old, preferably a college graduate, with a broad knowledge of the work being done in industrial relations, and the personality to get results with shop people.

Reply by letter only, to our Boston office, 110 State St., giving complete chronological outline of experience, personal data, present and expected salary.

Scovell, Wellington & Company

Accountants—Engineers

Boston Springfield, Mass. New York
Cleveland Chicago

The above advertisement was run in the *Boston Transcript* by one of the large firms of public accountants and industrial engineers. Firms of this sort have a hard time holding their good employees who are constantly being approached by the firm's clients with offers of positions. If you desire a position as an accountant or industrial engineer do not fail to get in touch with the large firms engaged in the accounting and engineering field. Such firms are frequently asked by their clients for assistance in locating men.

Executive's Assistant Wanted

A WELL-KNOWN Boston manufacturer and wholesaler requires an assistant, 28 to 35 years old, thoroughly grounded in the principles of accounting and with education, training and business experience which should enable him to develop, to have general charge of finances and related matters. This client prefers a college graduate, and has an exceptional opportunity for a man of education, refinement, tact, good address, and with the business and accounting experience which the position requires.

Please address your reply by letter only, to our Boston office, and make it as brief as possible, stating age, education, whether married or single, specific chronological account of business experience, present and expected salary. Be brief, be precise; don't answer unless you can qualify. If your record is already on file in our office, please call it to our attention.

Scovell, Wellington & Company

Accountants

Engineers

110 State Street, Boston

New York

Springfield, Mass.

Cleveland

Chicago

The above advertisement was run in the *Boston Transcript* by one of the large firms of public accountants and industrial engineers. Firms of this sort have a hard time holding their good employees who are constantly being approached by the firm's clients with offers of positions. If you desire a position as an accountant or industrial engineer do not fail to get in touch with the large firms engaged in the accounting and engineering field. Such firms are frequently asked by their clients for assistance in locating men.

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would help to suggest some likely prospects ; and scrap-books are also valuable. Be sure, too, that you don't forget former employers. Do a thorough job, but don't spend too much time on it.

"HELP-WANTED" ADVERTISEMENTS IN NEWSPAPERS AND TRADE PAPERS

Many people have asked me if good jobs are ever advertised in newspapers, business magazines, and trade papers. The answer is that they certainly are advertised. Some newspapers, however, carry very few advertisements of this nature. These papers are worth looking over, but most of the time you spend in studying "want" advertisements should be put on the papers carrying the larger number of advertisements. Many jobs carrying salaries of from \$5,000 to \$10,000 a year are advertised in the newspapers of the large cities and in the better trade papers. Some employers run their advertisements in places other than the classified columns. As an example, a

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financial house that wants a good bond salesman may reason that the man they want is more likely to see an advertisement on the financial page than in the classified columns — and put it there. If you are trying to get a position through advertisements of this sort, you must read carefully every issue of the papers you are following. Don't skip any — and stick to it.

NEWS ITEMS, MAGAZINE ARTICLES, AND GENERAL ADVERTISEMENTS

News items are a wonderful source of job prospects. Every issue of every newspaper contains a number of opportunities if you only have the imagination to see them. As an example, early in 1915 the New York newspapers came out with a big news item that General Gorgas was to be sent to Serbia by the Rockefeller Foundation at the head of a sanitary commission to fight the typhus epidemic then raging. One young sanitary engineer who saw this item decided that he would like to go along. He imme-

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diately wrote to General Gorgas, stating his qualifications and asking for an appointment. General Gorgas himself did not go, but the commission did and the young engineer went with it.

Several years ago I knew an automobile insurance salesman who got all of his prospects from the newspapers. Every morning and evening he would buy the newspapers and study them for notes of automobile accidents. From the newspaper articles he would get the names of people who had had accidents or narrow escapes. Then he would look up addresses and telephone numbers and solicit business. Some days he would write five or six policies from this source alone.

Magazine articles also frequently contain good leads for jobs. Some magazines, like the "American" and "Forbes," publish a large number of interviews with big business men. Study these articles to see what leads you can find. Then write letters of application to these men. The bigger the men, the better the jobs.

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The corporations which run general advertising campaigns are usually progressive organizations. By "general advertising" I mean the kind that is run in all magazines and newspapers to sell goods. If you are strongly attracted by an advertisement, write to the advertising manager of that firm, tell him you like his advertisement and think his company may be the kind you would like to work for. Then, if you want a job as an accountant, ask him to refer your letter of application to the comptroller or chief accountant. A little subtle flattery will help you to get results, but don't put it on too thick, and, above all things, be absolutely honest with yourself and with the man you are writing to. He will know, after he reads your letter, whether or not you are sincere and the kind of man his firm is looking for.

DIRECTORIES AND MAILING LISTS

If you want to get a job with a firm in any one particular line of business, you will find

HOW TO GET THE JOB YOU WANT

directories and mailing lists very valuable. There are many kinds of directories. The back of your telephone book may contain a classified business directory. There is probably also a business directory of your city which gives the names and addresses of all the business firms in the city. The credit rating books published by Dun and Bradstreet are valuable sources of information as are also Poor's and Moody's manuals published for investors. If you live in a small town, go to your bank for these books.

If you can't get the information you want from the above sources, you can probably buy it from one of the houses which sell lists. Boyd's City Despatch of New York and Ross-Gould in St. Louis are two of the best houses. The publisher of your city directory may also have the kind of list you want. You should get the names of officers if possible, but this is *not* tremendously important.

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SCHOOLS, COLLEGES, CLUBS, AND BUSINESS ASSOCIATIONS

Some of the larger schools and colleges maintain excellent employment departments for undergraduates and alumni. If any of these are open to you, do not fail to take advantage of them. If your alma mater has no regular employment department, some of the professors or instructors may know of positions open.

The secretaries and other officers of clubs, trade associations, and commercial organizations such as chambers of commerce frequently know of positions open. So, also, do bankers. Don't overlook them.

NEW CORPORATIONS AND REORGANIZATIONS

Whenever a new corporation is organized, new jobs open up. This is true to a lesser extent when a corporation is reorganized. New corporations are excellent sources of job prospects. Some newspapers and trade papers publish lists of new corporations. If

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you know where there is a list of this sort, follow up the leads it contains. If you don't know where to get such a list, write to your Secretary of State or Commissioner of Corporations and ask him if he can tell you where to get a copy of the list.

In following up a list of this sort, you will find many companies which look good on paper, but which are not really the kind of companies you want to associate with. Don't be discouraged. You must expect this. Keep at it.

"SITUATION-WANTED" ADVERTISEMENTS IN NEWSPAPERS AND TRADE PAPERS

"Situation - Wanted" advertisements in the classified columns of the newspapers and trade papers sometimes pull excellent results. I frequently advise people to use them and nearly always get results. It is possible, however, to spend a great deal of money in this way and get no results at all. The trick in this game lies in being able to write an advertisement which will pull and

WANTED ADVERTISING SERVICE EXECUTIVE

By high-class, well established advertising service corporation.

Successful applicant will be a young man not less than 30 years of age, keenly alive—mentally and physically—with wide vision and sympathies and the ability to sell the institutional values of advertising as well as direct merchandising work.

College man preferred with proved ability to maintain close contact with chief officials of manufacturer clients. Must create sound ideas, have forceful yet tactful and pleasing personality and a simple, compelling style of correspondence. Must possess the self-confidence to make decisions with the executive ability to put them into action.

This man will assist and represent the President working with account executives by direct contact with clients, diplomatic correspondence and general promotional work. Do not desire a man controlling any accounts. Have big, high-grade clientele, international prestige and unlimited material of highest order to work with.

Only men of high character and unblemished reputation need reply. Give age, education, complete record of experience and present earnings.

CONFIDENTIAL: All applications will be respected as strictly confidentially by the President personally and no investigations made until after interview and consent is granted.

**Address PRESIDENT (Personal)
Box 146, care of Printers' Ink**

In this book you will find many answers to the question of whether or not good jobs are advertised. The above advertisement is one of them.

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in knowing where and when to run it. Keep in mind that you must get the attention of your prospect. Is he reading the classified advertisements? Some big men do and others don't.

EMPLOYMENT AGENCIES

The employment agencies may or may not be able to help you. Don't pass them up until you have found out. Just keep in mind the fact that all of the larger agencies have a number of men at work all the time hunting for jobs to be filled. Every week they will spend more money hunting for jobs than you can afford to spend in three months. Some employment agencies publish private magazines in which you may advertise if you wish. These are worth considering. Other agencies send descriptions of men available to corporations as a part of their advertising service.

William L. Fletcher, Inc., in Boston, publishes bulletins of positions open for high-grade men to which it permits men

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whose qualifications are satisfactory to subscribe. Through this bulletin service a man may have brought to his attention all the positions the company has open for its clients. With the exception of the charge for bulletin service the company receives no money at any time from individuals.

BUSINESS COMPETITORS

Everything else being equal, almost every employer would rather hire a man who knows his line of business than one who does not. This means that the firms engaged in the lines of business in which you have had experience are among your best prospects. You can easily get a list of these firms. The salesmen of companies which sell to people in your line of business are worth getting in touch with — they may know of openings. Also, the advertising representatives of the trade papers in your industry may know of corporations needing men.

Do not understand anything in this paragraph to mean that you should sell out your

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present employer or steal his business or give away his trade secrets. These practices are becoming less and less common every year and are to be heartily condemned. You will not gain in the end if you fail to play fair. Any company which will hire a man who is willing to cheat his present or former employer will cheat the man it hires if it gets a chance.

LOCATING AND APPROACHING YOUR PROSPECT AT THE SAME TIME

There are some cases where locating your prospect means approaching him at the same time. If you run an advertisement for yourself in a newspaper, your prospective employer gets his first impression of you from your advertisement. In all such cases you will do well to defer action until you have read the chapters in this book which tell you how to handle these situations. In all other cases act as soon as possible. Reading and thinking will never of themselves get you a position. You must put your thoughts into action.

CHAPTER IV

FUNDAMENTALS OF SALESMANSHIP

ATTENTION, INTEREST, DESIRE, AND ACTION

IF you should go to any large library, you would find many books dealing with the science of salesmanship. These books tell all about how to get attention, interest, desire, and action; that is, what is technically called the science of salesmanship. You would do well to let most of them alone. Science means organized knowledge. Organized knowledge is a wonderful thing. But what you are trying to do now is to develop in a short time the "knack" of selling yourself. The less you think about the steps of a sale and the more you think about how you can get your prospect to do what you want him to do, the better off you are going to be.

HOW TO GET THE JOB YOU WANT

KNOW YOURSELF AND YOUR PROSPECT

One of the fundamentals of salesmanship has to do with knowing yourself and your prospect. If you have done the things I told you to do in the chapter on "Analyzing Yourself," you should now have a clear idea of your strong and weak points. The strong points brought out in your self-analysis are the raw material which we shall use in building sales talks, advertisements, and letters.

Knowing your prospect is almost as important as knowing yourself. Every good salesman studies his prospect, if he can possibly do so, before he goes to see him. If you are a keen student of human nature, you can learn a great deal about a prospect in a few minutes after you get into his office, but you should always study him beforehand if you can do so.

PLAN YOUR CAMPAIGN

An expert salesman once said that if he

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had to make a sale to a certain man in an hour or be shot, he would spend forty minutes thinking and twenty minutes with his prospect. This is good advice. You must plan exactly what you are going to do before you start. This means knowing just what result you desire — just what action you want your prospect to take. The man who has a definite objective in mind when he starts out to get a job may or may not get it — but the man who has no objective will seldom get a position which is satisfactory to him. You must have a definite purpose.

WHAT THE EMPLOYER MUST THINK BEFORE HE WILL HIRE YOU

In a previous chapter I told you that the most important thing in the world to you is **YOU** and that the most important thing to your prospect is **HIMSELF**. I also told you that you must keep this point in mind all the time you are trying to sell your services. Remember that getting a job is a

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sales problem — you are trying to sell your own services.

The employer who hires you will do so because of what he thinks. Your problem is to find out what he must think before he will hire you and then lead him to think those thoughts. This is salesmanship.

In order to decide what your prospect must think before he will hire you, you must put yourself in his position and ask what you would want if you were the employer. This getting over onto the prospect's side of the fence is usually called getting the "you" attitude. We shall have a great deal to say about the "you" attitude in the future, so you will do well to note carefully now just what it is. In one way getting the "you" attitude means getting over onto the prospect's side of the fence and looking at things from his viewpoint. In another way it means adjustment to the prospect. You may write it on your brain now that you will never get and hold the job you want until you have the "you" attitude strongly de-

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veloped. In getting a job you must look at everything from the employer's viewpoint — study what he thinks, how he thinks, and why he thinks as he does.

Because of the importance of getting and holding the “you” attitude, you might wrongly assume at this point that doing these things is a difficult task. I can assure you that there is nothing difficult about it. Ask your friends who are employers what they want when they hire a man. They will be glad to tell you. Study the “Help-Wanted” advertisements in the newspapers and trade papers. Do this continuously for two or three weeks to find out not only what jobs are open, but what kind of men are wanted. Read magazines such as the “American” and “Forbes,” and don't overlook the business stories in the “Saturday Evening Post.” Study the list of positive qualities given in the Sheldon Rating Schedule in Chapter II, and also check over the “Twenty Traits of Personal Efficiency” given in the same chapter. These two tables will help you to

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determine what the employer wants — he wants men who possess all of these qualities in a high degree.

LEADING YOUR PROSPECT TO THINK THE RIGHT THOUGHTS

After you have decided what your prospect must think before he will hire you, the next thing to decide is how you can get him to think those particular thoughts. This means some knowledge of the principles of argumentation and debating. Every proposition has certain issues; that is, points which, when proved, prove the proposition itself. Your problem in leading the employer to think certain thoughts is to find the issues of the proposition and prove them. When you have done this the job is yours.

While we are talking about the issues of a proposition, which sounds like an academic subject, I should like to bring home to you again the importance of studying constantly all your life. Some people think that when you leave school or college you should leave

Facts!

1. Corrected sales weakness, on 3-day field investigation; saved client \$1428-a-month loss.
2. Sales manual, 800 pages, own compilation, made official textbook, leading school of economics.
3. "Gosh! it's advertised!"; 14-page copy pulled \$2000 order overnight; \$2000 directly traceable.
4. Product-identification Men so successful, stolen by 3 competitors until legally restrained.
5. From "Printers' Ink," in 1 month, 6 editorial boosts (unsolicited):
8 years' seasoned Big Agency experience, all fields. 2 years technical paper, trade investigation, editorial feature writer, director sales promotion. College man. Now Copy Chief with creative-supervisory duties on national campaigns billing \$50,000 a month, of which 4 showed net appropriation-increase, past 6 months, \$90,000. Wish to retain copy identity, \$5720. Start April 1st. Write "G. N.", Box 150, P. L.

A Woman Who Thinks While She Works

Experience covers writing sales promotion letters to dealers and consumers; keeping sales force scheduled; also watching its progress and need of assistance; writing export letters; giving home service in domestic appliances; writing up orders for executive offices and shops and yet other functions.

Rare training; immense willingness. Young enough to accept guidance. Ability.

"S. I." Room 68, 20 West 34th Street, New York.

The Virtues of Automotive Vehicles

"The automotive industry is now as it has been a most powerful factor in the development of business, economic and social structures that now all unite to make this country an outstanding factor in an interdependent world." *An American Industries* says in a booklet that it has prepared that shows the great numbers of specialized manufacturers that depend upon the welfare of the automobile. Regarding some of the other virtues of the automobile it says:

"The economic value of the automotive vehicle has proved itself beyond all question. From coast to coast it has built interlocking transportation up to the immediate needs of the hour. It has furnished thousands of fenders from the rural districts direct to steam lanes of transportation. It has made timely distribution in great cities speedy and economical. It has been a big factor in the solving of our manifold building construction problems. It has given quick interurban freight transportation. The handling of mails and express has been facilitated in the matters of speed and quantity transferred. Increasing automotive traffic in weight and volume furnishes the pressure back of large and small road building enterprisers. Its growing demand for more and better roads is being met."

"The automobile has revolutionized the living conditions of the city dweller, the 'urbanite' and his rural brother. Through its adaptability it has given the city dweller quick transportation on business or pleasure. It has reduced housing congestion in cities through the building of suburban towns within striking distance of overpopulated centers. It has given the farmer opportunity for social intercourse with his neighbors and his friends in surrounding towns. It has broadened the lives of hundreds of thousands, made fresh air and recreation possible where before little opportunity for such existed. Summing up, it has amalgamated all types of dwellers through the making of city, town and country quickly accessible to all."

"Quincy" Cigar Account with Berrien Agency

The Breslin-Campbell Company, maker of the "Quincy" cigar, Boston, has placed its account with the Berrien Company, Inc., New York.

The Lord Dry Dock Company, New York, ship repairs, has also placed its account with the Berrien agency.

M. F. Emrich with Glidden Company

M. F. Emrich has been made general sales manager of the industrial division of The Glidden Company, Cleveland. Mr. Emrich was formerly vice-president and general manager of the Campbell Paint & Varnish Company of St. Louis.

The advertisement at the top of the page is one of the best inserted in *Printers' Ink* in many months. It proves that the man who wrote it has an excellent degree of balance—in other words, he "has his feet on the ground." This is one thing every employer is after. Contrast this advertisement with some of the "clever" ones you have seen.

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behind you everything you learned there and never do any more studying. Many people really do this, and the fact that they do it is one reason why you sometimes find men who have had what is commonly spoken of as a good education holding down unimportant jobs at low salaries.

While you are studying the fundamentals of salesmanship I strongly suggest that you read three books. The first is Elbert Hubbard's "Message to Garcia," which will help you get the employer's viewpoint and the "you" attitude. The second is Edmund Burke's "Speech on Conciliation with America." Edmund Burke was a British statesman, but he was also a salesman. His "Speech on Conciliation with America" is one of the finest sales presentations in the English language. The third book which I suggest that you read is any one of the good books on the market on argumentation and debating. Such a book will tell you all about the issues of a proposition — how to find them and how to map out a canvass. If you

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have read these books, it will pay you to read them again now. If you have not read them, you have a real treat coming to you because they are more interesting than most magazine stories. Burke and Hubbard were both men who had the fighting spirit well developed.

THE MOTIVE BEHIND THE SALE

Back of every decision a man makes to buy anything lies a motive, in fact, one of five particular motives which are now commonly spoken of as *money*, *utility*, *pride*, *caution*, and *weakness*. Sometimes, more than one motive enters into a sale. One or more is always present. In selling your services, you must decide before you start what motive must be aroused in your prospect to get him to hire you. When you have decided what motive you are going to try to arouse, you must then think of ways to arouse it. Usually the ways will come easily when you have decided upon the motive.

The motive behind a majority of sales is

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probably gain of money. This is certainly the most common motive. But it is not always the strongest motive. If you are looking for a position as a credit manager or comptroller, caution may be the motive which will get your prospect to engage you. If you are the highest-priced advertising manager in your city, you can perhaps suggest to your prospect that he might like to have it known that he is the kind of man who can afford to hire the best brains for his business — arouse his pride. If you are looking for a position as an assistant to an executive who likes to play golf, convince him that you can handle his business so well that he can play golf whenever he wants to — nothing at the office to tie him down. In this case you are appealing to what, from a sales point of view, must be called a weakness. If your employer feels that his health requires that he play golf, however, the appeal is to caution and not weakness.

The study of motives is a particularly interesting one. In the next few days, when

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you know that some friend or member of your family has bought something, study the motive behind the sale. You may be surprised at what you find. If you go into a haberdashery and pay seventy-five cents for a handkerchief, you probably think that the motive behind the sale is utility. Is it? Could you buy a handkerchief at some other store for five or ten cents? If so, what motive caused you to pay seventy-five cents?

After you have spent a little time studying simple sales, try to find out why employers think and act as they do in hiring men. This study of men's minds is, of course, psychology. If you are really interested in the subject there are some very good books on applied psychology which you will enjoy reading. If you play chess or even checkers, you will find, if you stop to study the subject, that the psychology and strategy of these games are very much like business.

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IMPORTANCE OF AROUSING THE BUYING MOTIVE

Some of the salesmen who read this book may be surprised that in this chapter on the fundamentals of salesmanship I am spending very little time on the question of how to arouse interest and create desire. The reason why I do not emphasize these points is that creating desire for a certain thing in a man's mind and getting him to buy it are not always one and the same thing. In selling your services it is very important that you arouse buying motives. As an example, a salesman for an automobile company may give me a demonstration and make me desire his car, but still I may not buy it. Wanting an automobile and buying it are not at all one and the same thing. In selling your services you must keep this fact in mind and concentrate your attention on arousing buying motives. Before you start to arouse a motive, be sure that the motive you are working on is a *buying* motive. If

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you will do this, you will have no trouble in closing your sale when the time comes. If you don't do it, you will probably lose the sale. If you have difficulty at any time in closing sales, come back and study this point thoroughly. You will probably find here the solution to your difficulty.

This point is fully and clearly explained in a little set of books published by the publishers of the magazine "System" in Chicago, known as "The Knack of Selling." In training salesmen there are certain parts of these books which I always make the men learn by heart. Studying these books will help you to get the job you want. I believe that this little set of books is the best thing of its kind that I have ever seen.

ESTABLISHING THE POINT OF CONTACT WITH YOUR PROSPECT

In every sale you establish a point of contact with your prospect. By point of contact I mean some interest which you have in common with your buyer. In some sales

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this point of contact may be simply the interest you both have in the job he has open ; but in most cases it is a common interest in something other than the job you are trying to get. As an example, you may both be graduates of the same school or college or belong to the same golf club or go fishing at the same camp in Maine or live in the same suburb of a large city. There are many kinds of points of contact. If you can establish a good point of contact with your prospect when you first meet him, it will probably help you. This is a point where your knowledge of the prospect will stand you in good stead — the more you know about his interests, likes and dislikes, the easier you will find it to establish a good point of contact.

If a good point of contact will help you to sell yourself, and it certainly will, it is equally true that a poor one will hurt your chances of getting the job you want. If you are talking to a man who graduated from college thirty years ago and has never been

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back or taken any interest in it since, you are not likely to establish a good point of contact by telling him that you went to his college. His interest in this subject is not keen enough for your purpose. You must be careful that your attempt to establish a point of contact does not "fall flat." Be sure that your prospect has a real interest before you try to establish the contact.

A good point of contact does not necessarily have to be a common liking or affection for something — it may be a common dislike or a common enemy. Negative forces are harder to control, once they are aroused, than positive forces. Your transition from your point of contact to the question of getting the job should be a rather slow and cautious one — don't switch abruptly.

It stands to reason that if one good point of contact will help you to get a job, ten will help ten times as much. Business men tend to hire men who are like themselves. Establish all the points of contact possible, but don't let your prospect know what you

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are trying to do. Introduce these factors into your interview in an offhand way when you can possibly do so. Knowing your prospect will help you to do this successfully.

There are salesmen and sales managers who do not believe in points of contact. If you should happen to meet one of these men while you are looking for a position, and he should tell you that points of contact are all bosh, you must disregard his advice. There are times when it is not good business to establish points of contact with your prospects. Generally speaking this is true when you are selling anything where the unit of sale is small. In a five-and-ten-cent store, for example, the company would go broke if its salespeople attempted to establish points of contact with its customers. The unit of sale is so small that the company cannot afford to have its salespeople do anything which is not absolutely necessary. In selling your services, however, your unit of sale is large. For this reason you can

**I Would Like to Hear
from Some
MANUFACTURER
or Service Corporation
Requiring an Unusually
Experienced and Capable
SALES AND ADVERTISING
EXECUTIVE**

—and willing (after satisfactory demonstration) to pay what he is worth to the business. Twenty years of intensive training in salesmanship and sales coaching—business research and writing of sales literature—preparing and directing of sales and advertising campaigns—advertising agency work and all classes of media—and a varied range of products and service; also accurate knowledge of territory, some acquaintance with foreign languages; good health and physique, insurmountable predilection for hard work and AAAI credentials. American; mature, now unsatisfactorily connected, will locate anywhere that the right "job" is. Please state full particulars, as to pay requirements. Address

**S & A Executive,
Box 181, Care of Printers' Ink.**

Salesmanager Available

A Salesmanager whose sales and advertising policies and methods have built up the sales of a several million dollar manufacturing corporation, well known nationally, to the point where the 1920 sales exceeded the best prior year's record by 50%, is open for another sales "job." College man; 39; married. Address "R. H.," Box 140, care of Printers' Ink, 833 Peoples Gas Bldg., Chicago, Ill.

were worth eating only in July and larks in January. Turnips, they said, should never be served without a boiled leg of mutton. Mushrooms should be done "plainly" in front of a fire, and roast beef should be followed only by a simple jelly. One spokesman summed it all up in these words, "Anybody can dine, but very few know how to dine so as to insure the greatest amount of health and enjoyment." Against this background of squires and pigeon pies, of settees and inn-pumps, of post boys and pot boys and good food well cooked, the Beech-Nut Packing Company has chosen to dramatize the flavor of Beech-Nut Pork and Brans. Hence the gallery of character portraits associated with the world of trencherdom—the Squire, the Dominie, the Chirurgeon, the Night Watchman, the Town Crier, the Stage Driver, the Post Boy, Mine Host, and last but not least, the Mistress of the House, the dispenser of true Hospitality.

This sketch was begun with a reference to the Romance of Canajoharie, and it can not well close without a reference to the Romance of Beech-Nut. When an interviewer talks with the gentlemen responsible for the success of the Beech-Nut idea, he soon discovers not only a Romance of Flavor but a Romance of Business as well. All the gray and formal envelope of raw materials and overhead and output and gross profits and distribution and competition—all this melts away and you see just some people up in Canajoharie making good things to eat the very best way they know how.

They are all Canajoharie people—Bartlett Arkell, president; W. H. Lipe, vice-president and general manager; Frank E. Barbour, secretary of the company; J. S. Ellithorpe and the rest. There is a spirit of loyalty to Canajoharie, of co-operation from top to bottom among themselves, and of uncompromising fidelity to a business ideal which is inspiring to all who come in contact with the organization.

The advertisement at the top is over done — too much display — weak in attention getting value — no spontaneity. The advertisement at the bottom is good — simple and strong — it will get attention from good firms.

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afford to take all the time necessary to establish good points of contact with your prospects and you should not fail to do so. The larger and more important your sale, the more important is your point of contact.

EMPLOYERS LIKE MEN WHO ARE LIKE THEMSELVES

Several years ago a new minister came to one of the churches in the city where I was living, and became very popular in a short time. A keen business man asked me if I had heard him preach and if so what I thought of him. I told my friend that I had heard him and that I thought him very clever. My friend said, "Do you know why you think him clever?" I had not thought of this point and answered, "No." "Well," he said, "I will tell you. This man preaches about things you have thought about yourself. When you listen to him you say, 'I have thought of that myself. This man thinks as I do — therefore he is a very clever fellow.'"

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It will help you to get the job you want if you will remember this story. Your friends are the people who think as you do, who like the things you like and dislike the things you dislike. They have become your friends because they have so many things in common with you. In other words, you have many points of contact with them. You like them because they are like you. Employers are ordinary human beings like yourself — they like people who are like themselves. In selling your services, find out what your prospective employer wants to hear and tell it to him — if you can do so honestly. Don't stretch the truth, and don't think you can close the job with a good point of contact, because you can't do it. Points of contact are to a sale what oil is to a machine. Looking at it from another viewpoint, you might say that a point of contact is to a sale what a cocktail is to a dinner — a good thing to start with, but you wouldn't want to make a whole meal of oyster cocktails.

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DEAL WITH THOUGHTS, NOT WORDS

Some people use words to express the thoughts which are in their minds and some use them to conceal their thoughts. In selling, you must always keep this fact in mind. If you are to get the job you want, you must deal with thoughts, not words. As a rule you will have very little difficulty in telling whether or not your prospect is really telling you what he thinks. If what he says does not seem to you to be what you believe he is thinking, always address yourself to his thoughts. You must look beyond words.

SELL RESULTS

All the time you are talking to your prospect he is thinking of what you will do for him if he hires you. You may think that his interest seems to lie wholly in your education, experience, personality, etc. — but it does not. He is interested in these things only because he is trying to find out what

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you can do for him and believes that the information he gets on these points will help him to decide how valuable you will be to him. Knowing this, the thing for you to sell is not yourself, as you have thought it was, but *the results you are going to accomplish for your employer*. Always look beyond yourself to the things which you can do for him. Think results, talk results, and show results when you get the job.

WHEN TO ARGUE AND WHEN NOT TO

During the past few years many sales managers and writers on sales subjects have been telling salesmen that they should never argue with their prospects. In some cases this is good advice; in others, it is not. Some men have logical minds. If you are dealing with one of these men it is all right for you to argue with him; that is, if he tells you that you have not had enough experience for the job, go right back at him and prove that you have. If you can make your point, you will probably get the job.

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In dealing with this kind of a prospect in this way, you will win his admiration and respect. He is looking for a man like himself. If you do what he would do under the same circumstances, he will like you and probably hire you.

There are some men who cannot argue a point intelligently. Strange as it may seem, the men in this class are usually spoken of as argumentative. These are the fellows who will "argue" all day and all night and never convince any one they are right or be themselves convinced that they are wrong. The trouble with these men is that they have illogical minds — they cannot think in straight lines, but go round in circles. To try to argue with one of these men is suicidal. Never do it.

The fact that you cannot argue with men of this type, however, does not mean that you cannot sell them just as well as the logical type. These men are absurdly simple. All you have to do to get them to think what you want them to think is to steer while they

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talk. When one of them gets started, don't try to stop him. When he stops for breath, ask a question which will get him started again. Keep him going — all you need to do is to steer. Just remember that you can turn a big boat around by hanging on to the stern and sticking your feet out to one side if the boat will keep going. Men of the argumentative type are usually conceited and easily flattered. Ask questions, let them see that you are greatly impressed with their wisdom; keep them going and they will sell themselves. Don't say things to flatter them for these men are not all fools — just let them see that you are impressed.

CREATING A DEMAND FOR YOUR SERVICES

When you answer a "Help-Wanted" advertisement or insert an advertisement to get a job or write a letter to a prospective employer, you are usually trying to sell what is technically known as a "staple"; that is, something which your prospect knows he needs.

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All things which are sold are divided into two classes — staples and specialties. A staple is something which your prospect knows he needs. A specialty is something for which a demand has to be created or pointed out before a sale can be made. To illustrate by a few common examples: flour, shoes, hats, hotel accommodations, railroad transportation — in fact all those things which you have to buy — are staples. Cash registers, adding machines, spot-lights for automobiles, safety razors, fireless cookers, and other similar products are usually thought of as specialties. Sometimes these products become staples after they have been on the market for a long time. Vaseline, which is a trade-mark name, is an example of such a product. We do not need to concern ourselves here, however, with fine distinctions. The thing to get in mind is that a specialty is something which the prospect doesn't know he needs, or, perhaps it is better to say, for which he has not expressed a demand.

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In selling a staple the salesman has only to think and talk about the goods he is selling; but in selling a specialty he has to do two things — create a demand for his goods and then satisfy the demand by proving that the goods he is selling will really do what the prospect wants done. To illustrate how a specialty is sold, suppose you were selling safety razors — you would not walk up to a prospect and start talking about how well the razor was made if your prospect had never seen or heard of a safety razor, because he doesn't know that he needs one and would not be interested. In a case like this you would probably approach your prospect and ask him why he insisted upon cutting himself every morning when he shaved. He would reply that he did not insist upon cutting himself and did so only because he could not help it. At this point you would have created a demand for your razor in the mind of the prospect. You would then show him that he could avoid cutting himself by using a safety razor, and probably

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clinch the sale by pointing out a number of minor advantages such as the fact that the prospect could shave more quickly with a safety razor than with an ordinary razor.

In selling your services, if you can and will think of yourself as a specialty you can multiply your prospects many times. If it is possible for a manufacturer to make money by creating a demand for a product and then supplying that demand, why can't you create a demand for your services among employers? Why wait until some employer finds out that he wants you? Why not go to some company that you would like to work for and show them that they need you? Study your prospect's business; show him that he needs a man to do certain things; tell him exactly why he needs such a man; then prove to him that you are the man he wants. You can frequently clinch a sale of this sort by telling your prospect that all you want is one foot inside the door — just one chance to show him what you can do for him.

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I hope that you will appreciate the importance of these last few paragraphs. Particularly if you are out of a position and need one badly when you read this book, this idea of thinking of yourself as a specialty will help you. At the moment I am writing this, the demand for accountants is very quiet. Yet there are very few firms in the country who do not need accountants. Most firms need them, but do not know it. The same is true of production managers, and is likely to continue so for several years. If you want a job as an accountant or a production manager, why not show some one of these firms which needs you, but doesn't know it, why it needs you and get the job you want in this way.

Stop hunting for the one employer in a hundred who knows what he needs. Make a list of twenty good firms and show them why they need you. If you will do this you will very likely be surprised at the results you will get.

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FACTS — NOT GENERALITIES

The day of loose statements, glittering generalities, and sweeping assertions has gone by. These things no longer count. Never make a statement that you cannot promptly prove if necessary and try to keep from making statements which are likely to be challenged. Conservatism is the rule of the day. Never try to pull any clever stunts. Business men are not looking for clever people — what they want are dependable men who can accomplish results. Elbert Hubbard summed this up in his "Message to Garcia." I have already told you once to read this. It is so important that I am telling you again now. It will help you tremendously in selling your services.

ACTION, ACTION, ACTION

There are many men in the United States who have made money in business, are respected in their communities, and are generally considered successful who have

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very little ability. Many so-called big business men are really stupid. Why have they succeeded while abler men have failed? Simply because they are men of action. Thinking is important—you must think if you are to get the job you want—but thinking alone will never bring the desired results. **YOU MUST PUT YOUR THOUGHTS INTO ACTION.**

Last year several hundred men came to me for vocational counsel and advice about jobs. Rendering this service is not a part of my business. I did not know what to do about it. Finally, I decided to organize a small vocational group to find out whether or not it is possible to really develop men in business. A small fee was charged to keep out the men who want something for nothing—this class of men is useless and hopeless. In this group, at the start, were ten men, several of whom were out of jobs. Six months have passed. Seven men now compose the group. One man moved away for business reasons and two men have quit.

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Of the seven remaining in the group, all are now employed in good positions. One man who desired to change his position recently was offered three jobs inside of a week. And this at the height of a serious depression. All but one or two of the men now in the group have received increases in salary in the past two months when most companies have been discharging men. On the average the men now in the group are certainly earning fifty per cent more money than they were six months ago.

The two men who quit the group have never told me their reasons for quitting, but I know what they are — they were not getting the results they wanted. And I also know why they did not get the results they wanted — they did not do what I told them to do.

I cite this example to try to drive home to you the fact that what you get out of life depends upon what *you* put into it. Every idea which I give you here has been thoroughly tested and practiced over a

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period of years and passed on by thousands of people. This book, while it is far from perfect, will give you several hundred times the information and advice you need to get the job you want — but you will certainly fail unless you do the things it tells you to do. In every crisis of your life you will find that, in the final analysis, the result depends upon you alone. In this work of getting the job you want, it makes no difference, unless yours is an exceptional case, whether you get the first job you go after or not. Your first attempt may be pitifully weak — but that does not matter. People may tell you that you can't do the things you want to do — but those people don't count. The things that do count are what *you think* and what *you do*. You must think and think straight — you must think for yourself — but you must also act. Do the things you want to do. Act every day the part of the man you want to be until it becomes a habit. Let *action* be your watchword. And keep everlastingly at it.

CHAPTER V

HOW TO APPROACH A PROSPECT

IMPORTANCE OF YOUR APPROACH

THERE is an old idea in business to the effect that goods well bought are half sold. If this is true, it is also true that in getting a job, if your approach is good, your services are half sold. In selling, first impressions count for a great deal. It is hard to overestimate the importance of your approach. Of course it is true that your approach may be good and you still may not get the job you want. If your approach is poor, however, you are almost certain to lose the job.

FACTORS WHICH DETERMINE THE KIND OF APPROACH

The number of ways in which you can approach a prospective employer are almost limitless : you can drop in to see him and ask if he can use your services ; you can tele-

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phone to ask the same thing; you may write him to ask for an appointment; you may have a mutual friend sound him out on the proposition; you can insert an advertisement in a newspaper or trade paper to get his attention; you may answer an advertisement which he has inserted — or go after him in any one of the numberless other ways which your ingenuity may suggest. But some ways are probably better than others. Your approach must be the one most likely to get his favorable attention and interest.

Your method of approach will be determined by several factors, as follows:

1. Your need for an immediate position.
2. Location and kind of position desired.
3. Your financial condition.
4. Your abilities and weaknesses.

ACTIVE VS. PASSIVE CAMPAIGNS

If you are now employed in a position which is fairly satisfactory and can remain in the position as long as you desire, your

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position is quite different from that of a man who must have a position immediately. If you are now employed, you are in the strongest possible position even though your efforts may be restricted by the fact that you don't want your present employer to know you are considering a change. In such a case the thing for you to do is to proceed passively; that is, keep your eyes and ears open to learn of positions available. You may speak to a few of your friends, watch the "Help-Wanted" advertisements in the newspapers and trade papers, study news items, magazine articles and general advertisements for possible leads, get in touch with college employment organizations, and possibly file applications with high-grade employment agencies. Occasionally you may find some service conducted by an employment organization, such as the bulletin service of my own company, designed to keep high-grade men now employed in touch with good positions as they become open from time to time. Services of this sort when

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well conducted are worth your consideration.

If you are not now employed, or for any reason need a position immediately, the thing for you to do is to make just as hard a drive to get the job you want as you know how to make. This means instituting an aggressive advertising and sales campaign to sell your services just as a sales manager tries to sell the product of his employer. Many men who are out of employment proceed altogether too slowly. They don't seem to realize that their overhead is going on all the time they are unemployed just as it does when they are working. Your rent costs you just as much when you don't work as it does when you do; so do your meals, clothes, and incidentals.

Instituting an aggressive campaign usually means spending some money for advertising, telephone calls, stationery, postage, etc. But what of it! If your living expenses are \$300 a month and you loaf three months you spend \$900. Suppose

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that by the expenditure of \$100 you can get a satisfactory position in two weeks. You have saved approximately \$750 in overhead from which you must deduct the cost of your campaign or \$100. Roughly speaking, you make \$650 by spending \$100.

INFLUENCE OF YOUR FINANCIAL CONDITION

Some men who read this probably will not have the money which they consider necessary to start what I have called an aggressive campaign. Before you decide that you cannot afford to invest any money in yourself, think the situation over carefully. If you have no money at all and absolutely no credit for supplies or money, you certainly can't spend any money. In a case of this sort, the only thing for you to do is to call every day upon as many people as possible in an effort to sell your services. Perhaps you can get a stepping-stone job selling something on commission which will bring in a little money and at the same time enable you to see the men you want to see. A

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temporary job selling securities or insurance or advertising or anything else sold to big men will suffice. Whenever you call upon a man, do your best to sell him the thing you are selling; then, when you have finished your presentation, ask him what kind of a job he can give you. This method is as effective for a man who wants a \$10,000 job as it is for one who wants to earn \$20 a week, and *vice versa*.

If you can't afford to spend any money to get the job you want, it is important that you work hard every day to get results. If you are calling on employers, you should average not less than twenty calls and five good presentations of your qualifications every day. You must get on the job in good season in the morning and work hard all day. The employer who is looking for you won't find you if you are in a moving-picture show or reading a magazine at your club. Every throw-down you get brings you one nearer the employer who is going to hire you.

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WORK ALONG THE LINE OF LEAST RESISTANCE

In the chapter on "Studying the Market" I gave you a list of the sources of your prospects. I also told you to work along the line of least resistance to get the job you want — start near home and work out. At this point you should go back to the list of sources given in the chapter on "Analyzing Yourself" and arrange them in the order in which you are to follow them up. Put first on your list those prospects which can be reached easiest and seem to offer the best possibilities of offering the job you want. I assume that every one who reads this will get in touch with his friends, follow the advertisements in the newspapers and trade papers, and generally do those things which obviously should be done.

These ordinary methods *should* bring results, but in most cases they won't. The reason why they won't is because you will not do them in the right way. When you

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get in touch with your friends, you won't try to *sell* yourself as you know you ought to. Many of the most important pieces of advice contained in this book are given in brief sentences. You will read them and say, "Oh, yes, that is so; I've thought of that before." Then you will forget them and wonder why you don't get the job you want.

HOW ABILITIES AND WEAKNESSES INFLUENCE YOUR APPROACH

Some men feel that they can write better than they can talk; some feel that if they can only get their prospects face to face, they will surely win; while others have a feeling that they know what they should do, but they just can't do it. For this latter class, a few words will suffice. If you are in this class and know it, your fight is half over. Simply force yourself to do the things which you know you should do. The first attempt will be hard, but the second will be easier, the third easier still, and the fourth and succeeding attempts will give you real pleasure.

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If you have had very little experience in selling and don't like to meet people, but know that you can write a good letter, you should always write to the men you want to reach before you go to see them. Sell yourself so far as possible in your letter. If you don't know how to sell and don't like to meet people, and also know nothing about sales letters or advertising, study the letters and advertisements in this book carefully for ideas. When you get a good one, try it out. Don't copy or try to copy anything you find here, because it probably won't work — but put the idea you get from this book into your own words and try it.

If you know that you are good at selling yourself when you get your prospect face to face, don't waste any time on letters if you can reach the man you want to see by a personal call. In selling your services, you must follow the lines which seem easiest to you. Don't do the things which call for ability where you are weak.

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ADVERTISING FOR THE JOB YOU WANT

In all of the large cities you will find newspapers which carry a large number of "Situation-Wanted" advertisements in their classified columns. Can you get a job by running an advertisement in one of these papers? That depends upon a number of things. If you want a job as an accountant at a salary of \$2000 a year and can write a good advertisement, you can probably get a position through this medium. This statement holds true also if you are looking for a position as a salesman, private secretary, or foreman; it is good, generally speaking, for men who desire positions requiring more than average intelligence at salaries from \$25 to \$60 a week.

"Situation-Wanted" advertisements are of little value to people who want jobs as clerks, laborers, office boys, and novices. Employers who want this class of people find it easier to get them through inserting their own advertisements than by read-

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ing the advertisements of people who want jobs.

“Situation-Wanted” advertisements in the classified columns of newspapers are also of little value to men who are looking for high-salaried positions. It is true that in the largest cities many big men read the classified columns of the newspapers. I have personally pulled replies through advertisements in the “Boston Transcript” from bank presidents and presidents of other corporations who were looking for men worth \$10,000 a year. It is possible to get good results in cities the size of Boston or larger IF YOU CAN WRITE GOOD ADVERTISEMENTS. They must always be displayed if the paper permits display advertisements. The numbers of jobs open for big men, however, is not at any time great. The newspapers are worth trying, but will not always produce satisfactory results.

The classified columns of the trade papers are worth very careful consideration. This is true whether you want a job at \$10 a week

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or \$25,000 a year. Many of the biggest men in the country read the trade papers and look over the classified columns. These men frequently reason that the man who advertises for the job he wants has initiative and intelligence. These are qualities they want. Therefore they answer good-looking advertisements in the trade papers.

If I were looking for a position to-day, I should certainly advertise in the newspapers in the cities where I wanted to locate and in the trade papers published for executives in the business field I wanted to enter. I should somehow make these advertisements stick out from the other advertisements in these papers. I might run them out of the classified columns — on the front page for example. I should try to put them where I thought they would be seen by the people I wanted to reach. I should run these advertisements on the theory that the more lines I had out the sooner I should get the job I wanted.

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POWER OF DIRECT MAIL CAMPAIGNS

Many of the men and women who read this book will be so situated that they cannot use their friends to help them get the jobs they want. If you are now living in Bismarck, North Dakota, and want to work in Boston or Los Angeles, your friends probably will not be able to help you very much. It is probable, too, that your school or college won't know of jobs open in the cities where you want to go and that the other common means of getting jobs will be of very little value to you. In these cases you must use letters.

In the field of advertising and selling, the force of good direct mail campaigns has long been recognized. Most people who are not engaged in advertising or selling think of circular letters as cheap affairs sent out under one-cent postage. A circular letter is simply a letter which is sent to a number of people. It may be well or poorly written, expensively or cheaply gotten up, and effective or ineffective.

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In this book, from now on, a great deal of attention will be paid to letters and circular-letter campaigns. You cannot overestimate their importance. You can use letters in many ways. Through the medium of letters you can reach any one, any where, any time. The biggest men in the country get letters and read them. When you write a letter you can take all the time you need to do a good job. You can spend five minutes on a letter or five months. If the man you send it to is busy when he gets it, he can put it aside until he can give it his careful consideration.

Some people think that most of the letters received by busy men go into waste-baskets unopened. This is not true. Very few letters, even the cheap ones, are thrown away unopened. If you send good-looking letters they are sure to get careful attention. Several years ago I wrote a series of letters to sell radio apparatus to owners of private yachts. These letters pulled replies from some of the biggest and busiest men in the

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United States. In my business I use letters constantly to get jobs. The results are very satisfactory.

It is not possible to tell you in this book what returns you should expect from a direct mail campaign. The returns will depend a great deal upon your letter. I can tell you, however, that during the business depression of 1920 and 1921 the letters which I sent out to get jobs for executives pulled about two jobs for each hundred letters. During the same period letters from one of the better employment agencies in Boston pulled from six to fifteen jobs for each hundred letters sent. In one case where a man sent sixteen letters in May, 1921, to business firms who were then releasing men almost every week, he received fifteen replies, was granted four interviews, and offered three jobs. You will find a copy of this letter on page 214. Some of the other letters shown in this book have pulled as well or better.

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WHY I ALWAYS ADVISE DIRECT MAIL CAMPAIGNS

When an executive comes to me for advice as to how to get a position, I always advise him to use a direct mail campaign. I may or may not use other forms of advertising with it. In these cases, of course, the man who wants the job has exhausted the resources of his friends, college bureau, etc., before he comes to me.

The first reason why I advise direct mail advertising is because it is elastic. You can send one thousand letters all at once or you can send ten letters a day for one hundred days. You can stop a direct mail campaign at a moment's notice or double the number of letters to be sent in the same short space of time. It is always under your control.

The second reason why I use letters is because they are comparatively inexpensive. You can send a good letter for five cents if you have a typewriter and can use it. If

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you should start out to call upon a hundred men to get the job you want, it would take you at least twenty working days to properly cover the list. Even then you would not get your qualifications before all of these men. You can write one hundred letters to these hundred men for a small fraction of the expense of personal calls. And in every letter you can put just the information you want your prospect to have.

The third reason why I advise direct mail campaigns is because they are efficient. By this I mean that the ratio of results obtained to effort expended is high. When you use general advertising you place your advertisement before many people who are not prospects for your services. All advertising rates are based upon circulation. In general advertising you have a great deal of waste circulation. In a direct mail campaign you select your own prospects. You can investigate every one before you send your letters if you wish. Because of the small waste circulation in direct mail campaigns

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such campaigns are both efficient and effective if you select your list properly.

Looking at this third reason from your viewpoint, it is obvious that, if you are a poor salesman, a good letter sent to your prospect before you go to see him will help you get the job. You may say here that you are also a poor letter-writer. Very well, you don't have to write the letter yourself. Go to some advertising man of your acquaintance and get him to help you. Study the letters given in this book. Every one of them has been tested in actual practice. You must not copy them, but you can use the ideas they contain. You will also make a mistake if you get some one to write your letters for you — you should write your own letters and then, after they are written, have them criticized by an expert. The letter when it is finished must be *your* letter. If it does not sound like you it will fail.

There is one idea which you must not get from my statement about getting help in writing letters. Do not assume for a moment

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that you can get a good advertising man to write a letter to get you a job regardless of your qualifications. You can't do this and are sure to fail if you try. No advertising man of any standing will put anything in a letter which you cannot back up. Furthermore, there are some very strict laws about misleading advertisements.

USE THE TELEPHONE AND TELEGRAPH

In closing this chapter I want to tell you again to work along the lines of least resistance. Keep in mind the fact that you must act as well as think. Plan your work. Don't forget to use the telephone and telegraph. You can talk to ten of your friends on the telephone in the time it will take you to see one or two if you make personal calls. If you are good at handling telephone conversations, you can also make appointments to see prospective employers by using the telephone. There are some good-sized businesses in the United States which are handled almost entirely by telephone.

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If you want to find out quickly whether or not some firm in a distant city can use a man, send a night letter instead of a letter. It will certainly get attention. Nearly all of the things which you can do by mail can also be done by telegraph. By using night letters you can frequently do in forty-eight hours work which would ordinarily require three or four weeks.

Recently a young man told me of a telephone canvass he had made which worked out very satisfactorily. This man got a list of about fifteen hundred prospects. He wrote out a sales talk and started to call his prospects up on the telephone. From the employers' telephone operators, by the use of a pleasant and carefully modulated voice and tactful questioning, he was able in every case to get the name and title of the executive he wanted to talk to. He said that he made some mistakes in his first few telephone interviews, but that he soon became efficient and that the results were very satisfactory. Through this method you could

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easily talk to a hundred executives every day as long as it might be necessary for you to do so. This is one of the latest methods of getting a job. It hasn't been worked to death, and you might do well to consider whether or not you can use it to advantage.

CHAPTER VI

PRINCIPLES OF SALES CORRESPONDENCE

IMPORTANCE OF BUSINESS LETTERS

IN this chapter we shall study how to write good business letters to get positions. Most readers of this book will do well to study this chapter very carefully. Very few business men write good letters, yet business letters are very important. Every letter which you write builds good-will or ill-will for you. In one sense every letter which you write is a sales letter. Even a credit man can build good-will for himself and his employer by writing good letters.

Ability to write business-building letters cannot be overestimated. I will even go so far as to say that half of the people who read this book can double their incomes simply by developing ability to write good letters. If you will stop to think for a moment, you will realize that you cannot write a convinc-

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ing letter until you can talk convincingly, and you cannot talk convincingly until you can think clearly. Putting your thoughts on paper will help you to think. Better thinking means a better job. The principles of sales correspondence are the same whether you are writing a letter to sell your services or collect an account or get business for your employer. You will do well to study them carefully, not only here, but in your library.

OBJECT OF A SALES LETTER

When you start to write a sales letter, the first thing to do is to ask yourself exactly what it is that you want your prospect to do. If you don't know before you write your letter exactly what reaction you desire from your prospect, he certainly will not know after he reads your letter. This point is so important that you will do well to write down on a piece of paper before you start to write your letter just what it is that you want your prospect to do.

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On this particular point you must be definite. If you are writing a letter to get a job, it is not enough that you keep this general object in mind. You must know before you start to write exactly what you want your prospect to do when he gets your letter. By this I mean whether you wish him to telephone you to come to see him or write you the same thing or tell you that you are hired. Every sales letter must have a definite purpose. Until you get this point clearly in mind you will never write a good sales letter.

IMPRESSION, NOT EXPRESSION

There is one big difference between the English you study in school and the English you use in business. In school you learn how to express your thoughts. In writing a business letter you try to impress your reader. In other words, impression, not expression, is the aim of business English. This is a most important point and you will do well to consider it carefully. In the

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English which you learn in school you make very little, if any, effort to adjust yourself to your reader. You will understand this point better if you will think of some of the books you were required to read in school. Certainly the writers of these volumes made little effort to adjust themselves to the reader — they did not know the meaning of the “you” attitude — they did not think of you when they were writing. If they had, they would have made their books easier for you to read.

THE “YOU” ATTITUDE

In another chapter I have reminded you that the most important thing in the world to you is **You**; and the most important thing to your prospect is **HIMSELF**. In selling your services you must keep this in mind all the time. When you talk to a man face to face the things you say may be soon forgotten; but when you put your thoughts on paper, they are likely to be in existence for a long time. It is particularly important

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that you get the "you" attitude into all your letters.

Now getting the "you" attitude into your letters does not mean that you must continually use the word "you" in your correspondence. It does mean that you must always keep your prospect's interests in mind; look at everything you write to see how it would impress you if you were in your prospect's position. If you will study the advertisements and letters in this book, you will find that they all have the "you" attitude. In some of them no mention is made of the prospect's interests at all — these examples are the masterpieces.

Developing ability to write good sales letters is a long, hard job. This book will help you to get the job you want immediately by giving you ideas which you can use; but the ability to write good letters is never developed easily. There is one thing you can do, however, which will help you to develop this ability and that is to try to make every letter you write a sales letter.

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When you are at your work, study the letters you receive to see how you could improve them. When you write routine letters keep in mind the fact that every letter you write builds good-will or ill-will for you and your employer. Try to make all your letters sales letters which shall make friends for you. If you will do this you are likely to find employers hunting for you to offer you jobs in a short time.

THE FIVE "C's" OF BUSINESS ENGLISH

An analysis of the letters in this book will show you that, while they were written to appeal to different classes of men and therefore differ in many ways, there are certain ways in which they are all alike. Certain qualities are common to all good sales letters. Among these essential qualities are those usually referred to as the five "C's." The five "C's" of Business English are: Clearness, Correctness, Conciseness, Courtesy, and Character.

In writing your sales letters you should

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try to keep these qualities in mind and make sure that they are clear, concise, courteous, correct, and have character. If you find it hard to do this, do the best you can, and then, when your letters are finished, check them up to see if they have all of these qualities.

Most of the men who read this book will understand the meaning of these terms, so we shall not spend much time on them here. If they are not clear to you, look them up in some good dictionary or book on Business English. Do not understand from the fact that I am not discussing them at length that they are not important. They are very important and deserve your careful consideration.

Of these five "C's," the one which will probably give you the most trouble is character. Character, which is used here to mean what we commonly think of as personality, is a difficult quality for most people to get into their letters. There are certain things which you can do — tricks,

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you might almost call them — which will help you to get this quality into your letters. There are other things which you must not do if you wish your letters to have character. All of these things are fully discussed later in this chapter.

TUNING-UP IN THE PRESENCE OF THE AUDIENCE

There are a number of common errors made by most people who write letters. One of the most common is what A. W. Shaw calls "tuning-up in the presence of the audience." Mr. Shaw says that every time he goes to a theater or concert, the orchestra spends some time before it starts to play in "tuning-up." This is a tiresome time for the audience. Most men do this when they write letters. It is tiresome for readers. When you start to write a letter, don't waste any time in coming to the point. Don't make any remarks at the beginning of your letter which are not absolutely necessary.

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One way to stop this habit is to write your letter as you naturally would and then throw the first paragraph away. If you will look over some of the sales letters which come to you, you will find that this habit of "tuning-up" is common. You will also find that you don't like it. More than half of the letters I receive answering advertisements in newspapers and trade papers start with some such statement as this — "Having seen your advertisement for a production man in the "Boston Traveler" and feeling that I can qualify for the position, I wish to place my qualifications before you." If you will stop to think before you write, you will realize that your prospect knows everything in this sentence before he opens your letter. If you had not seen the advertisement and wanted the job and felt that you had a chance to get it, you would not bother to answer the advertisement. Why, then, should you tell all this to the employer? When you write a letter don't waste any time in coming to the point. Above all

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things don't start your letter with anything that sounds like this paragraph which I have just quoted.

IMPORTANCE OF THE FIRST PARAGRAPH

In a sales letter some parts of the letter are more important than others. The most important part of every sales letter is its first paragraph. This is the point where you greet your reader and make your first impression on him. If he likes the first paragraph, he will continue to read. But if he does not like it, he will probably throw your letter in the waste-basket.

Many years ago it was considered good business to try to startle a prospect in the first paragraph. Figuratively speaking, the business correspondents of that period tried to hit their prospects between the eyes with the first paragraphs of their letters. Whether or not this theory was ever sound, I don't know. But I do know that it is not considered sound to-day. There are a few "experts" who continue to write and teach

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this kind of Business English. When you find one, keep away from him. Don't ever put in a letter anything you would not say to a man if you were talking to him in his office.

IMPORTANCE OF THE LAST PARAGRAPH

The last paragraph of a sales letter is second in importance only to the first paragraph. This is the place where you say good-bye. You want your prospect to do whatever it is you are trying to get him to do. Your last paragraph is the place where he makes his decision.

There are two things which you should not do in the last paragraph of your letter. The first is to end the last sentence with a comma and the second is to command your prospect to do something. Many people will finish a letter with a sentence like this: "Awaiting your esteemed reply, I am, Yours respectfully," This is poor business. Always end your letters with periods. You will do well to forget also all about waiting

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for his esteemed reply. Say something in your last paragraph which will leave the right impression with your prospect.

No one ever made me do anything I did not want to do by commanding me to do it in the last paragraph of a letter. You can't force any one to give you a job and you don't want to try. Your last few sentences must be directed to making the prospect **WANT** to do what you desire.

Several years ago a Boston newspaper reporter told me what his chief said to him when he gave him his first assignment. You will do well to keep it in mind when you are writing your sales letters: "Go out and get this story. Get the facts. Then come back. When you start to write it up, write it so that Tim O'Hara, the gate-tender at the Neponset Station, who has read the first edition of this paper every day for eighteen years, will understand it. Put the most important thing in your story first — and make it get stronger all the time."

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USE FACTS, NOT GENERALITIES

The middle of your sales letter is less important, in some ways, than the beginning and ending, but it is in the middle that you put the stuff that does the selling.

If you will select twenty advertisements in some newspaper which do not appeal to you as being good advertisements and study them carefully, you will probably find that they all have one fault — they are full of “glittering generalities.” Also, they are short on facts.

“Glittering generalities” is an old and hackneyed term, but it is a good one just the same. It is used to apply to those statements which sound good, but when analyzed don't mean anything. You will never sell your services by using such general statements. The fact that you have had ten or fifty years' experience in a certain kind of work does not mean anything to the employer who is looking for a good man. But the fact that you took over a business which

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had been losing money and made it show a profit of five per cent the first year, does mean something.

Pack your sales letters with facts. Perhaps I should say, facts, facts, and more facts. Get down to bed rock and stay there. Your prospect can draw his own conclusions if you will give him a chance. Do it. Tell him what you have done. Give him facts, dates, and figures. If you have any particularly good reference letters, quote from them. Give him the information he needs to decide whether or not you will be valuable to him and let him draw his own conclusions.

WRITE YOUR LETTER TO A REAL MAN

When we were talking about character or personality a few minutes ago, I told you that I would tell you how to get this quality into your letters. The first thing you must do, if you want your letters to have character, is to write them to real people. It makes no difference whether you are writing one letter to apply for a position or a cir-

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cular letter to go to a thousand corporations, you must write your letter to a real man. If you will compare a half-dozen circular letters you have received with a half-dozen personal letters, you will notice that they differ greatly. It is hard for a man who is writing a letter to be sent to a large number of people to give his letter a personal touch. It is also hard for a man who is writing a letter to some one he does not know to do this.

When I am going to write a circular letter, I call my secretary and then talk to some imaginary person beside my desk. I pretend that *some person I know* is sitting there and that I am talking to him. When I have finished talking, I have the notes typed and boil them down. Sometimes I can cut out whole paragraphs, but that does not matter. Whenever you write a letter, write it to some one you know.

It is not necessary in using this trick to select as your prospect some man who is hard to sell. If you select a man who is too hard to sell, you will find yourself meeting

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objections which most of your prospects will never raise. On the other hand, you should not select your best friend who always agrees with you in everything. Pick some representative business man who is typical of a large group.

TALK TO YOUR PROSPECT

The second thing you must do to build character into your letters is to use conversational language — talk to your prospect. Don't ever write anything in a letter which you would not say to a prospect if you were talking to him. This means that you must eliminate all hackneyed expressions. If you were leaving a prospect's office, you would not say to him, "I beg to remain —" Don't say it in a letter. You can usually tell these hackneyed expressions by observing the things many people write in letters and never use in conversation.

In writing a letter it will help you if you will imagine that your prospect is sitting beside your desk and you are *talking to him*.

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Don't write — talk. Express your thoughts in your letter just as you would in a conversation.

MAKE YOUR LETTER YOUR OWN

When you have finished a sales letter, read it over to see if it is really your letter. Does it sound like you? When your prospect gets it, will he be able after he reads it to visualize you — will he know whether he likes you or not?

In using ideas which you get from this book or other sources, you must be particularly careful to see that they are expressed in your letter as you would express them if you were talking to your prospect. Don't try to copy anything *verbatim* at any time. You can't do it successfully. Also, your prospect may have seen the idea you are using in the same place you saw it. As an example of what happens to people who don't follow these instructions, some time ago a young man went to an advertising man who advertised in the newspapers that

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he would write letters of application for positions for men who could not write them for themselves. This advertising man wrote a letter to a prominent business man and signed the young man's name to it. In a little while an interview was arranged between the man who wanted the job and the prospective employer. In the middle of the interview the business man leaned back in his chair and said in a puzzled tone, "Do you know, something has been bothering me ever since I started talking to you? You are not at all the man I expected to meet and I can't understand it." In the end, the young man lost the job.

When you have finished a letter, ask yourself if it sounds like you. Are the thoughts expressed as you would ordinarily express them? Could any one else sign your letter and have it ring true? If so, it is a poor letter and you should throw it away and try again. Every man has a personality. You can get your personality into your letters by doing the things I have told you

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to do in this chapter. It is all right to go to your friends or advertising experts for help — but don't let them do your work for you. If you need help, write your letter before you go to your expert with your problem. Let him criticize and revise, but make the letter your own.

THE IMPORTANCE OF STATIONERY

The stationery which you use may make or break your letter. It is very important. Several years ago I worked out a series of circular letters for an insurance company which pulled very well. In a certain city in Massachusetts I found an agent who was very much interested in direct mail advertising. I went over the campaign with him and told him that, if he would become an agent for the company I represented, the company would send several hundred letters to prospects in his city free of charge to help him get business. He refused to do this and said that he proposed to send the letters out for himself.

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Now this campaign had been very carefully worked out and tested. I did not believe that he could steal it as he proposed and told him that while we had no objection and could not stop him if we desired, still I did not think that he could get results by using the campaign. He did not believe me, so he had the first letter copied on his own stationery and sent it out. It was a dismal failure. Ninety per cent of his trouble was with his stationery. The company used an odd-sized envelope of excellent quality — he used an ordinary envelope. In this case the envelope made the difference between success and failure.

If you are trying to get a position at a salary of \$3000 or more, you should use the very best stationery you can buy. Don't let the cost stop you. Go to the best stationery store or jeweler in your city and get the best stationery in stock.

If you are looking for a position at a small salary, you should not spend too much money on stationery. Your paper as well

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as your letter must faithfully represent you. You can't afford to let a prospective employer think that you are a spendthrift. This does not mean that you should use cheap paper because you should not — but don't go too far.

As to the size of the paper you should use some men insist that $8\frac{1}{2}$ by 11 is the only size to use for business correspondence while others feel that some of the odd shapes are best. The $8\frac{1}{2}$ by 11 size is all right provided your letterheads are of good quality. You should use a **HEAVY** stock. Under no circumstances use a light stock. If you use one of the odd shapes, be sure that it is not too small. No man should use ladies' note-paper. Large-size gentlemen's note-paper is good. Be sure that the color is white or a very light tint. Keep away from pink and do not use scented papers.

Envelopes are important. Try to get some envelopes which will "stick out" before they are opened. Don't try to get attention by freakish colors. Depend solely upon

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quality and size. If you can get an envelope which is almost square and will take an $8\frac{1}{2}$ by 11 sheet folded twice so that it is almost square, this is a good size to consider. If you are using a large-size gentlemen's note-paper, the envelopes will come with the paper.

Some men who live in small towns may have trouble in getting good stationery. Don't let any one sell you something you do not want. Insist on getting stationery which will get attention. If your dealer cannot give it to you, write to any one of the large manufacturers. Crane's Standard of America is one of the best papers. Eaton, Crane and Pike Company at Pittsfield, Massachusetts, will give you the name of a dealer who can supply you and probably send you samples and information regarding sizes if you write them courteously. Other excellent papers are Strathmore Parchment, Old Hampshire Bond, and Whiting's note-papers.

If you are going to use stationery of irregular size, there are two sizes which are

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to be highly commended. One of these sizes has a letterhead $7\frac{3}{8}$ by $10\frac{3}{4}$ to feed envelopes 4 by $7\frac{1}{2}$. The other size is gentlemen's note-paper $6\frac{1}{2}$ by 9. The envelopes for this size are $4\frac{3}{4}$ by $6\frac{3}{4}$. Note-paper of this sort is always folded once before it is used and the size given is the size of the writing surface; that is, the size of each of the two pages.

DON'TS FOR SALES LETTERS

There are a number of things which you should not do in a sales letter. Don't try to get a job without an interview unless you cannot possibly get to see your prospect. Don't write a letter in longhand if you can get a typewriter. Don't make general statements. Don't ever send a letter written in lead pencil. Don't write on both sides of the sheet. Don't say that you are not interested in salary. Don't try to write a clever letter. Don't confuse egotism and self-confidence. Don't put the salary question on the basis of what you must have.

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SINCERITY

In closing this chapter on business letters there is one thought I wish to leave with you. It is summed up in one word — sincerity. If your letter is sincere, it will probably succeed. If it isn't, it will surely fail. Louis Victor Eytinge once told a man who said that he could not learn to write a good sales letter, "Throw all your books on how to write letters in the waste-basket. Get into the envelope and seal the flap." Most employers can tell whether or not the writer of a letter is sincere. Every employer would rather have a letter which had sincerity in every line than one which was perfect in every way except that it was not sincere. Sincerity is a wonderful sales force!

CHAPTER VII

HOW TO ANSWER A "WANT" ADVERTISEMENT

A LETTER OF APPLICATION IS A SALES LETTER

Most people, when they answer a "want" advertisement think that they are *applying* for something. If you have this idea forget it now. No one ever gets a desirable position by "applying" for it — what you must do is to sell yourself. A letter of application is a sales letter.

When you write a letter to be used in a direct mail campaign to sell your services, you may fairly assume that your letter will not have very much competition. But when you answer a "want" advertisement, you know before you start that a number of other men will apply for the same position and that your letter will certainly have a great deal of competition.

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HOW TO MEET COMPETITION

Your letter applying for a position advertised will be received by the employer with a number of others. Sometimes an employer receives as many as five hundred letters from one advertisement. This is stiff competition. How are you going to meet it and get the job? Simply by following the rules given in the chapters on "Fundamentals of Salesmanship" and "Principles of Sales Correspondence." Success depends absolutely upon obeying the rules. You must follow them to the letter.

DECIDE WHAT YOU WANT YOUR LETTER TO DO

Following the rules which have been given you in this book will help you to get the job you want. But these rules are scattered through several chapters. Also, some rules may seem to contradict others. Let us, then, take them up again in the order

HOW TO ANSWER A "WANT AD"

in which you will use them in answering a "want" advertisement.

The first thing you must do in writing a letter of application for a position advertised is to decide just what you want your letter to do. That is easy. You want your letter to get you an interview with the employer. Do not make the mistake of trying to make your letter get you the job. All you want your letter to do is to get you an interview.

The question of whether you wish your prospective employer to write you or telephone you regarding an appointment is a minor point, but it is well to decide it before you write your letter. It may be well to give your prospect an option — let him write or telephone or telegraph as he may think best — give him both your address and your telephone number.

THIS IS THE KIND OF MAN I WANT

After you have decided that the thing you wish your letter to do is to get you an

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interview, the next question you must ask yourself is, "How am I going to get the employer to grant me an interview?" Obviously if he does grant you an interview, it is going to be because of what he thinks, so you must really decide first what the employer thinks before he must ask you to come to see him.

This question is another easy one to answer. All the employer needs to think is, "This fellow seems to be the *kind* of man I want for the job I have open." Your problem now comes down to the question of how you are going to lead the employer to think that you are the kind of man he wants.

LEADING THE EMPLOYER TO THINK THE RIGHT THOUGHTS

The answer to this question of "How are you going to lead the employer to think you are the kind of man he wants?" is as simple as the answers to the other questions in this chapter. You lead the employer to think

HOW TO ANSWER A "WANT AD"

the right thoughts by writing a letter which

- (1) gives the information asked for in the advertisement;
- (2) is clear, concise, correct, courteous, and has character;
- (3) has strong first and last paragraphs;
- (4) has the "you" attitude well developed;
- (5) contains definite statements — facts, not generalities — about what you have done, can do, and want to do.

As you read this chapter you may think that the points I am bringing out in it are absurdly simple. They are simple, but they are simple to most people only after they are pointed out as I have pointed them out here. Not one letter out of every hundred I receive from men who desire positions obeys the rules which I have given or shows that the writer had any conception of the points brought out in this chapter.

I suggest that you read this chapter several times and that you get the points in the following table clearly in mind.

HOW TO GET THE JOB YOU WANT

- (1) A letter of application is a sales letter.
- (2) Your answer to an advertisement will get stiff competition.
- (3) Because of this competition you must be very careful to follow all the rules of business-building English.
- (4) The object of a letter answering an advertisement is to get an interview.
- (5) You must lead your prospect to say to himself, "This is the kind of man I want."
- (6) You lead your prospect to think this thought by following the five rules which I have given to help you write good letters.

GIVE THE INFORMATION REQUESTED IN THE ADVERTISEMENT

Before you start to write a letter answering a "want" advertisement, read the advertisement carefully. Don't read it once, read it several times, study it. Then take a piece of paper and write down the things which the employer says he wants. When

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you have done this, check your list against the points mentioned in the advertisement. Make absolutely sure that you know what he wants before you start to write — and then put in your letter the information your prospect desires.

Every one should know enough to give the information desired without being told several times. But not more than one man out of ten will do this. Of the answers I receive from advertisements, not more than five or ten per cent contain the information asked for. Why it is that intelligent men and women can't or won't follow instructions I don't know. But most of them don't. And this is one thing that irritates every employer tremendously.

If an advertisement is worth answering, it is worth some time and thought. Show the employer in your letter that you know what discipline means and can take orders. If he asks for information regarding your education, give him definite information. Don't say you have an excellent education.

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Tell him where you went to school and when. Give dates and degrees — be specific. If he wants to know the lowest salary you will consider, tell him. Put your answer in figures that he will understand. Don't say that you are now getting \$5000, but might consider something less if the opportunity were right. Tell him that you will start for \$4200 if the opportunity is satisfactory.

THE FIVE "C's" AGAIN

The five "C's" are simple things. You know that a letter must be clear; that is, the employer must understand just what you mean. You also know the importance of conciseness — it is not good business to spread information which could and should go on one page over two or three. The longer your letter, the less likely you are to get the job you want — keep it down to one page if possible. Correctness covers the kind of English you use. Don't use slang. Short sentences are better than long ones. Don't send a letter with misspelled words.

HOW TO ANSWER A "WANT AD"

Keep a dictionary at hand and look up every word you are not absolutely sure of. Negligence on this point may cost you dearly. Some employers judge men wholly on the little things they do. Courtesy is more than politeness. It is an important factor.

Character in a letter of application is just as important as it is anywhere else. In your letter you are trying to reach out across the country and shake hands with your prospect. He must think of you as a human being, not a machine which writes letters.

IMPORTANCE OF FIRST AND LAST PARAGRAPHS

In previous chapters we have pointed out the importance of the first and last paragraphs of your letter. Don't try to startle your prospect and don't try to be clever. On the other hand, don't waste any time in coming to the point. If I were looking over a thousand answers to an advertise-

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ment to pick men to be interviewed, the first thing I should do would be to throw in the waste-basket all the letters beginning, "Having seen your advertisement in the paper and believing that I am qualified, I should like to apply for the position."

This is the worst possible kind of a beginning for a letter. Why tell the employer what he already knows. The fact that you are answering the advertisement shows him that you have seen it and want the job. Also, don't start your letter with a word ending in "ing." This is a weak construction. After you start a sentence with a word ending in "ing," you can't possibly make it a strong sentence.

The last sentence of your letter must end with a period. Don't let it trail off into space with a series of commas helping it along.

THE "YOU" ATTITUDE

The "you" attitude means keeping the prospect's interests in mind all the time.

HOW TO ANSWER A "WANT AD"

Write your letter to him. Show him that if you get the job you will fight for his interests. Don't write to "express" yourself; try to "impress" your prospect. It is not necessary that the word "you" appear in every sentence or that "I" should not appear at all. If you are clever enough you can begin every sentence with the word "I" and still have the "you" attitude in your letter. Elbert Hubbard did this, but you will probably do well not to try it.

To really get the "you" attitude into your letters it is necessary that you adapt yourself to some extent to your reader. This means that you should study the advertisement you are answering and make your letter as much like it as possible. If you think that your prospect is a quick, alert, active man, write a letter which will lead him to think that you are the same kind of a man. If you think that he has a good degree of balance, try to impress him that you also have this quality. Don't tell him that you are like him — try to lead

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him to think this from the tone of your letter and the things you put in it.

The question of how far you should try to go in adjusting yourself to your reader is really a delicate point. A great deal depends upon your business experience and ability as a correspondent. If you feel that you are really an excellent correspondent, you should not pay much attention to it. The reason for this suggestion is that your prospect may be a man of many moods. If he is, and your letter finds him in a mood quite different from the one he was in when he wrote his advertisement, a nice adjustment may hurt your chances of getting the job rather than help them. In my personal experience I have not had much luck in adjusting myself to my readers when I have answered "want" advertisements. If I were answering an advertisement in which I was very much interested, I think that I should disregard adjustment to my reader to a large extent. By this I mean that if I were answering a snappy advertisement

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like one of the advertisements on page 180. I should not write a snappy letter. A quiet, dignified, business-like letter is more likely to get results than a snappy letter. You will do well to keep this point in mind. Don't try to be clever.

You will make no mistake, however, in "talking to your prospect." Let your letter have a conversational tone. Write as you talk. Don't use any expressions in your letter which you would not use if you were talking to your prospect. When your letter is finished, imagine for a moment that you are in your prospect's office. Read your letter to him. Have you written exactly what you would say if you had two minutes in which to get him interested in you? If so, you have written a good letter. If not, throw your letter away and try again.

WRITE DEFINITE STATEMENTS — FACTS, NOT GENERALITIES

In the body of your letter — the place where you put in the real hard work that

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gets jobs — you must use facts whenever possible. Don't state conclusions — give information which will help the employer to draw his own conclusions. It will pay you to be definite regarding what you have done and what you want to do. You can't afford to be bombastic, but neither can you afford to let your prospect get the idea that you are a weak, colorless individual. Show your prospective employer that you have a purpose in life.

IMPORTANCE OF STATIONERY

The first thing your employer is going to see when he receives your letter is the stationery you use. If your letter, because of the quality of your envelope, sticks out from the other letters he receives as a result of his advertisement, he will be prejudiced in your favor before he opens any of the letters. The chances are ten to one that he will pick out the good-looking letters and open and read them before he reads those which seem to have no particular person-

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ality. And the chances are also ten to one that one of the men whose letter is read among the first ten or fifteen opened will get the job. This question of stationery is so important that I want to tell you again, to be sure to get just the right kind. It is doubtful if you can get the kind of stationery you want from your corner druggist or any small printer. Druggists don't have much call for the kind of stationery you want and very few of them carry it. Most printers don't know good paper when they see it. Only ten days ago I had an example of this. I told a man to get some paper in an unusual size and of good quality. He went to a printer and told him what he wanted. The printer gave him some paper which he said was exactly the right thing. It was altogether too thin. Also, the printer had cut it to fit a stamped envelope. I told the man who had bought it to throw it away and get some good stationery. He did not act upon this suggestion — said he could not afford it. His campaign was a flat failure.

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He wasted all the money he spent for stamps, typing, etc., because he did not use the right kind of paper. Above all things no man should send a letter of application on ladies' small-size note-paper.

CHAPTER VIII

HOW TO RUN A "WANT" ADVERTISEMENT

WHEN TO USE ADVERTISING

IN our study of how to run a "Situation-Wanted" advertisement, the first thing to take up is the question of when a man in search of a job should use advertising. Roughly speaking, advertising should not be used until the common sources of prospects, such as personal friends, old employers, school and college employment bureaus, and employment organizations, have been exhausted. Advertising, however, should be used before a direct mail campaign is run or simultaneously with it. It is assumed, of course, that every man who is looking for a position will read constantly the classified advertisements in all the newspapers and trade papers which are likely to contain advertisements of interest to him.

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DO EMPLOYERS READ CLASSIFIED ADVERTISEMENTS?

Many men looking for jobs have told me that they did not use classified advertisements because employers do not read them. This statement leads us to the question of whether or not classified advertisements really are read by employers. I have never been able to produce any figures to show how many employers read classified advertising, but the results I have received over a period of several years prove conclusively that classified advertisements for some kinds of positions are decidedly well worth while. In Boston and New York I have pulled replies from a large number of prominent executives including even bank presidents. Classified advertising is always something of a gamble, but it is worth serious consideration.

The number of employers who read classified advertisements probably varies a great deal from time to time. Employers do

**Advertising Printing Sales in
3 years of**

\$900,000

have been made personally
by a Printing Sales Execu-
tive of one of the best print-
ing plants in New York.

He wants a plant of his own
or a plant in which there is
only one other interest.

Have you such a plant, or
do you know of one?

Address J. P. K., Box 981, care
of Printers' Ink.

Do You Want More Advertising from New England?

This most conservative market for maga-
zine advertising is developing more rap-
idly than ever before. I am a New
Englander, and have sold space for 10
years in National Magazines; have been
Advertising Manager, Publisher, Editor,
but enjoy selling space in this New Eng-
land Territory. I would like to hear
from you if you can use my services.
here. Box 932, Printers' Ink.

PRINTING EXPERT

AT LIBERTY APRIL 1st

Guarantees a saving of 15 per cent
over salary to company spending
\$100,000 yearly for general print-
ing. Paper specialist. 15 years'
practical New York experience.
Box 969, Printers' Ink.

Three strong, simple, effective advertisements. They are worth studying
carefully. Note particularly the clever appeal in the second advertisement.

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not read classified advertisements as much in the summer months as they do in the fall and winter. This is because most businesses slow up during the summer. It is also true, of course, that in a period of business depression classified advertisements do not get the attention they receive when business is good.

The prospects located through advertising in newspapers and trade papers are probably better prospects than those located in any other way. The employer who answers an advertisement is really in need of a man, otherwise he would not be reading the advertisements. Thus you may safely assume, regardless of anything he may say to the contrary, that any employer who answers your advertisement is a good prospect.

Many employers feel that the men they secure by answering advertisements are better than the men they get when they advertise for employees. These executives reason that a man has to have a certain amount of initiative in order to advertise

HOW TO RUN A "WANT AD"

his services and that they can tell something of his qualifications from the character of his advertisement.

SELECTING THE MEDIUM

After you have decided to run an advertisement to get a position, one of the important things you must decide is in what paper or papers you will run it. To a certain extent the answer to this question is determined by the kind of position you desire and the amount of money you can afford to spend.

In small cities and towns classified advertising is of doubtful value except for domestic servants, chauffeurs, and similar people. Classified advertisements are not read very much by people in small communities. In most of the large cities in the country you will find that some one or two newspapers carry the bulk of classified advertising. Generally speaking, these are the newspapers in which you should advertise. One exception to this rule is that any

Index of Ability

Idea and copy man on seven-figure and six-figure accounts.

1,300 distributors replied first week to my page for new \$600 product.

Stock of \$1,500 machines cleared through one page I prepared.

Produced completely 224-page, 3-color technical catalog—a trade classic

Author 176-page advertising volume.

Inventor mailing novelties.

Editorial, reportorial and feature writer. Trained typographer.

Now an advertising manager with insufficient future. Nine years of splendidly rounded experience. Technical education. Thirty, \$5,200. More in New York City

A.G.N., Box 164, P.L., 185 Madison Ave., N.Y.

A Real Advertising or Account Manager

This man locates prospects, solves their merchandising problems by executing his clearly thought-out plans, and so makes clients that stick to the agency he has been associated with a year in managerial capacity.

He invites closest scrutiny of his eleven years' continuous record of unusual success as account executive with three hundred million dollar corporation.

He has a record of conspicuous success as copy writer, layout expert, service manager, plan and idea man, merchandising expert, account executive and business getter.

His experience covers 65 industries and the following products: Automobile accessory, electrical apparatus and supplies, ball bearings, pianos, refrigerators, machine tools, heating and ventilating apparatus, and others.

A new association is invited. He does not care to bring accounts nor invent at first.

Address B. I. J., Box 165, Printers' Ink.

dow displays that point out forcefully the merits and advantages and leave little room for the operations of the substitute fiend are an important step toward interesting the consumer and educating him to say "Champion."

Of course, there are dealers with whom it becomes necessary to use strong-arm methods, but only after persuasion and every reasonable means to get the substitute to see his error have been exhausted. For one of the purposes of their correction efforts is to leave the customer in the right frame of mind and with a desire to co-operate to the fullest.

Confidence in advertising and the power of the printed word are shown most vividly in the expression of every manufacturer referred to. This certainly speaks worlds for this modern force and means that in the future as never before advertising will be called upon to solve the problems of the business world.

Building Product Explored Non-technically

This is the way The Master Builders Company, of Cleveland, told in a graphic manner of one of the products of its manufacture and what it will do. "Master Mix" is said to be "an integral cement accelerator-hardener, water-proofer and anti-freeze compound. "This is all clear enough, undoubtedly, to the builder who reads it in a business-paper advertisement, but why not give a definite, illustrated example of what "Master Mix" will accomplish?

This is exactly what the manufacturer does in current advertising in business papers. At the top of the page is a reproduction of a concrete building in course of construction for the Irving-Pitt Mfg. Co., of Kansas City. Snow is swirling around the building and the heading focuses the problem: "Speeding Winter Concreting with Master Mix." At once it is apparent what the product is intended for and the text explains in detail showing how the "hurry-up" job for Irving-Pitt was continued without interruption under a cold-weather handicap.

In Charge of Wm. R. Johnston Sales and Advertising

Stephen A. Douglas has been made general sales and advertising manager of the Wm. R. Johnston Mfg. Co., Chicago, maker of automobile curtain windows, etc.

Notice how the man whose advertisement appears at the top of the page uses facts. Both of the advertisements on this page are far above the average.

HOW TO RUN A "WANT AD"

newspaper which is pushing hard to build up its classified advertising department is probably worth your serious consideration.

In case two or more newspapers in a city carry a good volume of classified advertising, the question of which paper is best adapted to your needs must be decided by a consideration of the number and kind of people who read the papers. In deciding this question, you will find in most cases that, while one paper seems to appeal to a certain type of people and another paper to another different sort of people, in reality each paper laps over to a certain extent into the field of the other. In other words, among the readers of a paper which is supposed to appeal to a more radical element in a community, you will find some worth-while business men.

If you live in a large city and desire a position in the financial field, it is probable that an advertisement in the financial trade paper read by the business men in this field will pull much better than an advertisement

HOW TO GET THE JOB YOU WANT

in the classified columns of the newspapers. In the same way, if your experience has been wholly in some one kind of business such as insurance, hardware, or drugs, the trade papers published in the field in which you have been engaged are probably the mediums you should use in advertising. In selecting a medium for your advertisement, keep in mind that the first thing your advertisement must do is to get the attention of your prospect. Put your advertisement where your prospect will see it.

There is one very simple thing you can do which will help you to decide the value of any advertising medium under consideration — write to some of the people who have tried it. Clip a few advertisements and ask the people who ran them how they pulled. If you do this you must take into consideration, in judging the medium, the worth of the advertisements. If they are poorly written, naturally they won't pull. But if the advertisements are well written and don't pull, there is something the mat-

We have a Man

WE have a man whom we can unhesitatingly recommend to any business organization that needs advertising or sales direction to pilot it safely through the present period of depression and future development.

The man about whom this is written has broad vision and experience. An engineering graduate, he has spent the past twelve years applying his technical training to the business of merchandising, with the result that he is now an experienced sales and advertising executive. He has participated in an advertising way with some of the largest electrification projects in the United States. In addition, he has served as Director of Publicity for an international trade corporation with a world-wide organization and influence.

His business experience has given him an intimate acquaintanceship with marketing and advertising conditions, both in the United States and in foreign countries. While his college training and subsequent experience are particularly adapted to the fields of electrical or mechanical machinery, he has learned to apply the underlying principles of good merchandising to any product.

He is under 40; married; has initiative, courage and personality. Some company will find in him the qualities it needs to round out and complete its advertising or sales organization.

Full details will be given, or an interview arranged for by addressing, in confidence,

"E. P. C." Box 52
Care of Printers' Ink

Past, Paganini, all great musicians of days past, are forever dead. Nothing remains but fading memory, or tradition. Caruso's body will die, but his voice, never. What an inspiring achievement of science! Engraved on an indestructible plate, capable of being duplicated indefinitely, Caruso's songs will live as pure and noble as in the living voice, and the greatest tenor of the next century will be able to compare his own voice with the greatest of this age."

Caruso's first contract covered a term of ten years. When it expired, the great tenor received contract proposals from a number of other talking-machine companies, embodying terms more favorable to the singer than the terms of his first Victor contract. The renewal contract offered to him by the Victor company covered the same period of time as the original and on the same terms. It was renewed, however, for a period of twenty-five years.

A criticism of Victor advertising frequently heard is that it does not argue; it does not meet objections; it does not tell why Victor machines and records are better, if they are; it does not feature mechanical construction; it does not claim superior advantages or make reference to improvements. All of which leaves one to infer that there are no superior advantages to talk about, and this policy, say the critics, is one which if persisted in must result in loss of prestige and reputation. The public, they add, is becoming more discriminating in the purchase of talking machines and wants to know whether the machine it buys is the best that can be produced.

One may leaf back over Victor advertising from the present year's campaign to the beginning and discover, if he does not know it already, that the charges just referred to are true. On the other hand, what has the Victor company talked about in its advertising? One of the most convincing series of advertisements it has ever used was the "Both Are"

A good example of an advertisement written by a corporation to sell a high-grade man. This advertisement is strong because it is conservative. The strong points of the executive advertised might be brought out a little more clearly and strongly.

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ter with either the medium or business conditions. Most advertisers will answer your letters if you enclose stamped self-addressed return envelopes when you write them.

DIFFERENCE BETWEEN DISPLAY AND CLASSIFIED ADVERTISEMENTS

After you have decided in what newspaper or trade paper you will run your advertisement, the next thing you will need to consider is in what part of the paper your advertisement will be most likely to get the attention of your prospects. Newspapers have different rates for different pages, and for different positions on the pages. An advertisement which is run beside reading matter costs more than one which may be inserted by the publisher anywhere in the paper at his discretion. The reason why it costs more is because the employer is supposed to be more likely to see an advertisement placed beside a news article in which he is interested than one which is placed in an obscure corner.

HOW TO RUN A "WANT AD"

We shall here consider that all newspaper and trade-paper advertising is divided into two classes — display and classified. The difference between these two classes is one of *attention*. Classified advertisements, such as Help-Wanted are read only by people who are interested in securing something which they believe is likely to be advertised in the classified columns. The attention of the man who reads the classified columns is said to be *voluntary*. Thus classified advertising gets *voluntary* attention, while display advertising gets *involuntary* attention.

If you were the advertising manager of an automobile company, or a shoe manufacturer, or a candy store, you would not run your advertisement to sell goods in the classified columns. Why? Simply because people have not the habit of looking in the classified columns to find out what kind of new automobiles, shoes, and candy they will buy.

In advertising products of this sort it is

HOW TO GET THE JOB YOU WANT

necessary for you to put your advertisement on some page which your prospect will read. In this way, by the use of *display* you will attract attention. Such attention is technically known as *involuntary* attention, because the prospect does not look on that page to see your advertisement in the way that he looks on the classified columns to find the advertisements of certain kinds of goods.

Nearly every newspaper has rules of its own governing its classified columns. Some papers permit the use of "display" heads in its classified columns while others do not. Thus a classified advertisement *may* be, at the same time, a display advertisement.

WHERE TO PLACE ADVERTISEMENT IN THE PAPER

If you desire a position as a mechanic, chauffeur, maid, or housekeeper, there is only one place in a newspaper for you to run your advertisement. You should run it in the classified columns *without* a display

of men, who is

PRESIDENT and GENERAL MANAGER

of a New York agency is parting company with his associates. He has successfully filled his present position. He is anxious to join a larger agency, as an account executive or manager of a department; or possibly as advertising manager for a national advertiser. His experiences take in all branches of advertising and selling. He will prove extremely profitable to any live organization. *Address*

"MIM" Box 148, Princeton, Ind.

OUR personalized letters are individual, with respect both to the sender and the recipient.

GEORGE SETON THOMPSON CO.
608 So. Dearborn St., Chicago

ASHLAND 7652

**BOURGES SERVICE
PHOTO ENGRAVERS
NEW YORK CITY**

OFFICE - FLATIRON BLDG - 175 FIFTH AVE
PLANT - PARTOLA BLDG - 100 WEST 31 ST

WILL BUY Advertising Agency

With or Without "Recognition"

J. A. D., 41 Park Row, N. Y., Suite 104
Telephone Court 4443

Another effective use of contrast. Notice how the advertisement at the top of the page dominates the whole page.

velope bore something of an air of inviting mystery. Perhaps the visitors were glad to have the folders so long as they came in a convenient carrier. At all events the free literature melted with the thoroughness of a March thaw.

Engineer M— had a partiality for middle-aged women. The Schoolmaster was surprised to see their interest in his technical offering. Explained the engineer, "Lots of them like to take this stuff home to their sons." To make this evident he began to say as he extended the envelope, "If you have a son at home, he will be glad to get these engineering papers." The response of many of the women indicated that he knew his audience.

The use of a good envelope at public exhibitions and shows is evidently no new thing to the Hyatt Bearing people. They provided very little literature of their own. But some straight-thinking person provided them with an envelope designed to carry all of the printed matter which visitors might gather in their trips through the different buildings which housed the other exhibits. At the Hyatt booth they were handing out stout manila envelopes measuring about twelve by eighteen which would telescope out to hold a stack of booklets an inch and a half thick. On each side of this envelope in the biggest possible display capitals were the words, "HYATT ROLLER BEARINGS CARRY THE LOAD." Under the arms of the majority of the visitors appeared this Hyatt advertisement. Extremely practical generosity!

The Schoolmaster's most enjoyable single experience was his visit to the tractor movies. A large lecture hall was provided in which was given every hour free lectures by agricultural experts. Here only a handful were gathered at the times when the Schoolmaster looked in. It was another story at the movies. The room devoted to them was always full to capacity. Outside the door

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heading. Why? Because this is the place where the employer who needs this kind of help will look. You would make a mistake to run an advertisement with a display heading for a position of this kind because employers do not look among the display advertisements for people of this sort.

If you desire a medium-sized position such as stenographer, bookkeeper, credit man, accountant, traffic manager, or a salesman, you would probably do well to run an advertisement without a display heading in the classified columns and then run the same advertisement with a display heading in the same columns if your first advertisement did not pull. I assume here, of course, that the newspaper in which you are advertising will permit the use of display in its classified columns. If the paper will not permit display advertisements, then, of course, there is no question as to where your advertisement should be run.

If you desire a position in any kind of business at a salary of \$3500 or over, you

HOW TO RUN A "WANT AD"

should always use a display heading with your advertisement if the paper will permit it. In a paper which permits display headings, you should not use non-display advertisements to get big jobs. They will almost never pull satisfactorily. There is some question as to the value of classified advertising for men who desire big positions. I have had excellent results with display advertisements in the classified columns of such papers as the "Boston Transcript" when business conditions were good, but poor results when conditions were bad.

One good course to consider if you wish a position is to run an advertisement three times in the classified columns and then switch to some other position in the paper if it does not pull. In determining on what page you wish to run an advertisement, you must consider the number and kind of people who read the different pages. Advertisements on the financial page of a newspaper are probably very well worth while for all grades of people who desire

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work in this field. If a newspaper runs special pages which are read by men in specific industries, and you desire a job in one of these industries, these pages are certainly worth your consideration.

Of course the one best place to run an advertisement in any newspaper, regardless of the kind of job you want provided you desire a salary of \$3000 or more, is the front page. Almost every reader of a newspaper reads the first page. If a newspaper will permit advertising on its first page and you can afford to spend \$50 or \$100 to get the job you want, you should certainly place your advertisement on this page.

The statements under this section so far have all been made with reference to newspapers, but most of them apply also to trade papers. If you are going to advertise in a trade paper, you must first consider the number and kind of people who read the different papers. You should also consider the amount of classified advertising carried by these papers. The paper which carries

WOMAN EXECUTIVE

Young woman, age 28, high school graduate, with 8 years' business experience, desires position as secretary to executive; good health and personality; able to accept responsibility; experienced in purchasing, office management and sales work; rapid and accurate stenographer but can handle correspondence without dictation; desires man's job and real opportunity; satisfactory references. Address R.S.V., Transcript, Boston 8.

EXECUTIVE

An executive with a long and successful business record is looking for a back breaking job; can qualify as sales manager, factory manager, general manager or treasurer; prefers financial or sales work; not afraid of a tough reorganization job; salary commensurate with results produced. Address K.R.O., Transcript, Boston 8.

SELLING OR ADVERTISING

Expert on sales organization and management work and in direct advertising desires part time job; will consider commission basis with drawing account; can produce results at small expense; proposition must be good and company behind it financially sound. Address K.R.D., Transcript, Boston 8.

Three strong, simple advertisements.

HOW TO GET THE JOB YOU WANT

the most classified advertising is probably your best medium.

If you desire a small job, run a small, inexpensive advertisement. If you desire a big job, run a big advertisement. If you desire a high-grade executive position and there is some question in your mind as to whether you should use the classified columns or buy space somewhere else in the paper, do both. In fact you might run two or three advertisements in the classified columns since they are inexpensive and one or two display advertisements in other parts of the paper. In this way you will thoroughly cover the field. By varying the appeal of your advertisements and keying the copy, you can reach all kinds of employers.

COMBINING ATTENTION AND INTEREST

In our previous chapter on the "Fundamentals of Salesmanship" you will recall that I told you there were four steps to a sale. You must get your prospect's atten-

HOW TO RUN A "WANT AD"

tion, arouse interest, create desire, and stimulate action. Ordinarily you must locate your prospect before you can get his attention. In an advertisement, however, you locate your prospect and get his attention at the same time. Possibly, strictly speaking, you get his attention first. When you write a *good* advertisement which gets the attention of a good prospect, you get both attention and interest. A particularly clever writer of advertisements may even be able to get attention, arouse interest and create desire through one advertisement. You must keep this point in mind. Remember that the object of your advertisement is not only to bring your services to the attention of the employer, but also to get him interested in you and make him desire an interview.

DIFFERENCE BETWEEN ADVERTISEMENTS AND SALES LETTERS

In many ways advertisements and sales letters are alike, but in some ways they are

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different. Some of these differences are important. When you write a letter to a prospect applying for a job, you always try to adjust yourself to your reader. If you desire, you can thoroughly investigate your prospect before you write to him. By learning his likes and dislikes, you can get a very close adjustment to your reader in your letter. In writing an advertisement you cannot do this. Advertising has to do with mass psychology. By this I mean that a good advertisement is one which appeals to a number of people each of whom is quite different from every other in many ways. This means, of course, that in an advertisement the adjustment to the reader which we have spoken of as the "you" attitude is not particularly important. An advertisement is easier to write in many ways than a sales letter, but you can't do as much in an advertisement as you can in a personal communication.

Specialty Craftsmanship Service

JOHN S LEWIS COMPANY
Distinctive
Typography

Telephone
Worth 133

8 Rensselaer Street
New York City

ASHLAND 7652

BOURGES SERVICE
PHOTO ENGRAVERS
NEW YORK CITY

OFFICE - FLATIRON BLDG - 175 FIFTH AVE
PLANT - PARKOLA BLDG - 100 WEST 21 ST

CUTTING THE COST
of Publication Printing

In an easy matter with the very newest labor-saving equipment and an up-to-date printing plant. Let us estimate on your publication and be convinced.

THE DRUCKER PRINTING CO.
133 Mercer Street, New York City

"The Knowledge to Know Where Knowledge Is."

ASK The Search - Light

Anything You Want To Know

—FOUNDED IN 1906—

For business reports—reliable information. For education, publicity—expert presentation. And of practical business reports, statistics, memoranda, histories. Information library—comprising millions of classified records, reports, articles, clippings, pictures—all subjects. Monthly listed by 30 years' successful service. Business histories. Booklet on request.

ROBERT GILLISS MANDY
Founder-President and Executive Chairman.
Francis Trevelyan Miller, LL. D., Litt. D.
486 Fourth Avenue, New York. Editor-in-Chief

The NOTION and NOVELTY REVIEW

The leading trade journal in the world devoted exclusively to Notions, Novelties, Fancy Goods, Art Needlework, etc.

1170 Broadway New York

Publication Printing

Let us estimate on your daily or weekly newspaper

ELORE UNION PTG. CO.
33 First Street, New York City

in charge, and the caption said: "These Seven Burglars Failed to Open The Charwood Safe in Seventeen Days."

This example shows how futile it is to condemn any form of advertising as outworn when at any moment something may come along which will give it new freshness and meaning.

"Too many copy writers aspire to be the O. Henry of the advertising pages. The short story form is being abused. It is being used to sugar-coat selling facts that should be related in some other manner. Worst of all, it neglects facts."

A star copy man of the old days, who was one of the first to use the short story form for advertising copy, and who now guides the fortunes of a successful advertising agency, made this statement to the Schoolmaster.

"Read this form letter! Wait! Before you read it let me tell you a story."

"Six years ago four business men, in which number I was included, were having lunch at a restaurant about two blocks from this office. We were all at an age when men are much concerned with their health. One of the party, a publisher, suggested that a gymnasium which was solely concerned with the business man would lift these worries from our shoulders while our girth was being reduced. There was no gym-

EXPERIENCED EXPORT MAN

with over twelve years' training as executive, traveling abroad, Manufacturing, Advertising, and speaking five languages, desires to make connection with responsible firm as Manager of Exports or as traveling man in foreign countries. Highest references.

Address
EXPORT ADVERTISING AGENCY,
TRANSPORTATION BUILDING.
CHICAGO, ILL.

This example is run to show contrast. Note the advertisement at the top in the left-hand column. This is effective use of small space. Contrast this advertisement with some of the other advertisements on this page. What would you consider the next strongest advertisement?

The less you spend for
space per advertisement,
the more you've got to
spend on it to make it
show up in a crowd.
That stands to reason.
That's why Bundscho is
setting more and more
successful little advertis-
ments. It's easy enough
to talk this over with
us. Start something—by
mail or telephone.



J. M. BUNDSCHO
Advertising Typographer
38 E. Washington Street
CHICAGO

This advertisement is an excellent example of typography. The type face is clear, dignified, easy to read. This ad. has excellent balance and good attention-getting value. The tendency of most small printers is to give an advertisement strength through fancy borders and type faces. This is entirely wrong, as is clearly proved by the enclosed advertisement set by one of the best advertising typographers in America. Study the good ads. in any large magazine and you will find that the best ones are typographically the simplest.

HOW TO RUN A "WANT AD"

WHAT MAKES AN ADVERTISEMENT PULL?

If you are running a display advertisement your results will come about largely as a result of these factors:

- 1) *size* of advertisement;
- 2) *type* layout, including border;
- 3) *contrast* with surrounding advertisements or news items;
- 4) *copy*, that is, what you say in the advertisement and how you say it.

(When you run an advertisement in the classified columns of a paper which does not permit display, of course you must rely wholly upon your copy.) Because these factors which determine the pulling power of an advertisement are very important, we shall devote considerable space to them in this chapter. The best way to help you to understand the difference between good and bad copy, effective and ineffective display, good contrast and poor contrast, is to show examples. If you will study the examples carefully, you will find that the

HOW TO GET THE JOB YOU WANT

effectiveness of a strong piece of copy can be killed by poor display, ineffective layout, or poor contrast.

THE BIGGEST THING IN ADVERTISING IS COPY

In the last analysis the copy which you use in an advertisement to get a position is the thing which will make or break your advertisement. The rules which I have given you in other chapters, to the effect that you must be definite and specific in writing letters, also apply to writing advertisements. If you had a half-page of space at your disposal, the copy used would be important, but nowhere near as important as it is when you have only one or two inches single column to be used. General statements are to be avoided as much as possible. Tell the employer some of the specific, definite things you have done. Tell him exactly what you can do and want to do. Tell him so far as possible what he wants to hear. If you are advertising for a



**Here's a test few advertisements
will pass:**

Can the copy stand on its own feet?

Take away the border.

Take away the illustration.

Take away the big type.

Take away the big space.

Look at the copy naked --

in typewriting.

Does our copy stand this test?

Does yours?

John O Powers Co

461 Fourth Avenue New York

Advertising

**The above advertisement shows how you can use contrast to get attention.
Read the copy carefully.**

HOW TO GET THE JOB YOU WANT

position as a stenographer, you should find out what qualities an employer desires in a stenographer and then play up as many of those qualities as you personally possess. Don't make your statements too broad. If you can accept responsibilities, have initiative, and can work without supervision, your prospective employer will probably believe this if you tell it to him in an advertisement. On the other hand, if you tell him that you can handle any problem in accounting he will probably question the statement.

If you are advertising for a position such as a third-class engineer, a two- or three-line advertisement may get results because every employer knows exactly what a third-class engineer is. But if you are advertising, for a more standardized position such as an assistant to an executive, you will probably do well to use from ten to twenty lines. In your advertisement you must help the employer to visualize you.

HOW TO RUN A "WANT AD"

IMPORTANCE OF TYPE

It is true that the most important part of an advertisement is copy; but you must not think from this that the other factors which make up an advertisement are not important. During the past few years the subject of type faces used in advertising has received a great deal of attention. Several books have been written on the subject and one expert has worked out a series of type charts which sells, I believe, for over \$100. You will understand that no one will pay \$100 for something which is not very well worth while.

If you are going to run a display advertisement in a newspaper or trade paper, you should consider having this advertisement set by an expert typographer. You will find such men in all the larger cities such as New York, Chicago, Boston, Philadelphia, and Baltimore. Newspapers and trade papers have certain type faces which they use constantly. Because they are using these faces

Face to face

with a man who controls an immediate cash investment of not less than ten thousand dollars, and who knows the fundamentals of merchandising, publicity or salesmanship by experience,

I will explain

how he may become associated as a member of the Board of Directors and an active executive of a corporation that supplements the work of every advertising manager, sales manager, purchasing agent, credit manager and claim agent in the United States with a trained organization of resident service managers, living in the important cities of a large territory, and each maintaining an organization of business-getting salesmen.

But I won't talk

to any man who can't reach a decision quickly, after verifying what I tell him, or who can't meet me personally in New York City. And I won't give further details except at the interview.

The President.

Box 106, care of Printers' Ink.

The above advertisement is an excellent example of what I consider a good "clever" advertisement. Very few so called "clever" advertisements are really clever — this is an exception. Note the typographical arrangement. It is good. This advertisement gets attention.

HOW TO RUN A "WANT AD"

all the time, you cannot use them and get the contrast you desire between your advertisement and surrounding advertisements and news items. Proper display will tremendously increase the pulling power of any advertisement. It is good business to pay the small fee charged by an expert to set an advertisement. In every case, however, it is best for you to find out what the expert will charge you before you give him the work. When the advertisement has been set up in type, an electrotpe should be made and delivered to the paper which is to run the advertisement.

In most newspapers and trade papers the best way to get effective display is to use a light-faced type and leave more or less white space between the body of your advertisement and its border. This white space shows up in contrast to the darker advertisements surrounding it and makes your advertisement stand out. If the majority of the advertisements in the publication, however, are set in light-faced type and use

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white space liberally, then you may get the result you desire by making your advertisement bold and black. A simple border will increase the effectiveness of an advertisement. You must beware of fancy borders and type faces. The simpler your advertisement is, the stronger it will be. Any printer can set up a "flossy" advertisement. It takes a mighty good printer to set up a simple advertisement. I do not advise using illustrations in advertisements for positions.

In your study of display advertisements you will do well to observe the advertisements of the larger department stores in big cities. The largest and best stores think types so important that they have special type faces designed for them. The designing of these faces has been very expensive, but the results are very satisfactory. If you will study the advertisements of large stores carefully, you will see that the type they use is not exactly like anything else used in the papers in which their advertisements

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appear. It will not be possible, however, for you to have a special type face designed for you; also, I should not advise having your advertisement hand lettered. The type faces known as Caslon, Cheltenham, Bodoni, and Scotch Roman are considered by experts to be excellent faces. Caslon is particularly good for small advertisements; so is Scotch Roman.

DON'T TRY TO DO TOO MUCH

One mistake that many people make in advertising for positions is trying to make their advertisements do too much. Your common sense should tell you that this is not good business. Prospects are like fish. If you want to catch minnows, you set a minnow trap. When you want to catch lobsters, you set a lobster trap. Before you run an advertisement, you must decide exactly what you want your advertisement to do and then try to make it do that and nothing else.

You should never say in an advertisement

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that all you are looking for is an opportunity or that salary is of no importance. You should also avoid any statements to the effect that you are qualified for a number of different kinds of positions. I would never hire a man who said in an advertisement that he is a good sales manager, credit manager, and production manager. A good sales manager is not at all the same kind of man temperamentally as a good credit manager. It is hard for me to understand how one man could excel in both these occupations. The employer who needs a sales manager will not hire a jack-of-all-trades. Don't try to make your advertisement do too much.

KEEP EVERLASTINGLY AT IT

In the United States there are many manufacturers whose products are known to people all over the country. Ivory soap, Gold Dust, and Packard automobiles are examples of these products. The manufacturers of these articles did not make their products well known to people all over the

HOW TO RUN A "WANT AD"

country by running one advertisement. Their results have come from consistent advertising over a period of years.

Your problem is different from that of a manufacturer in that he must sell goods year after year, whereas you desire only one job. Your problem is similar to that of a manufacturer in that you must keep at it until you get results. If you use advertising, you should keep at it until you win.

You can't test the pulling power of an advertisement by running it once. If you are going to try to get a job by advertising probably the best thing to do is to write the best advertisement you can produce and run it three times in the best medium you can select. If the paper is a daily paper these three insertions should appear in one week. If the advertisement doesn't pull, your trouble lies in one of three places :

- 1) You have selected the wrong medium.
- 2) Business conditions are such that no employers desire men of your qualifications.

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- 3) There is something wrong with your advertisement.

After you have tested your advertisement, you should study the situation carefully to try to locate the trouble. It might be a good idea to change your copy and run your second advertisement three times. It is probably much better to run an advertisement three times a week for two weeks than to run it every day for a week. Avoid the special numbers of the trade papers, but run your advertisement in the newspapers on the days when they have the largest circulation. I have never been able to determine whether or not Sunday is a good day to advertise. Any newspaper you are considering as a medium will probably be glad to tell you what they consider the best days. Generally speaking, however, Saturdays and Mondays are not so good as the days in the middle of a week, probably Tuesdays and Wednesdays.

Wanted— *a back-breaking Job*

Somewhere there is a business that is right up against it on the marketing end.

The man they are looking for, long ago cut his eye-teeth. He has weathered storms before. He is salted and seasoned by years of real business experience. He welcomes present conditions because they enable him to show his ability and to do his best work.

The man who writes this is a college man, an engineer by training, a salesman by instinct and an advertising man by preference. He has had his feet on the ground for twenty-five busy years, out of his forty-five. He has studied business on five continents. He has tackled some big jobs—and carried them through successfully.

He is in search of a big, back-breaking opportunity. When he finds it, he has to offer an exceptional experience, an energetic and forceful personality, an almost unbounded capacity for accomplishing hard things, a wide knowledge of products and processes and a single minded devotion to the best interests of his employer

He is not open to consider any position that does not offer an opportunity for constructive work, on more or less unrestricted lines, and where his knowledge and experience will have full scope.

Location New York. To get his full story, address "L. A. M.," Box 160, c/o Printer's Ink.

This is an excellent example of a "two-fisted" advertisement. It is worth studying carefully.

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STUDY PSYCHOLOGY

In your library you will find several books on psychology of advertising which will help you to develop ability to write a good advertisement. You should study these books carefully. In the space at my disposal here it is not possible to take up the use and value of suggestion as an advertising force, or to consider at length the question of how you can appeal to men's emotions and feelings. Suggestion, however, is a very powerful force. If you like to work with people, I suggest that you go to your library and read up on this subject. The bibliography in this book will help you to select some good books. I should not advise you to try to use suggestion in your advertisements and sales letters if your mind is a particularly direct and logical one. Very few men find it easy to use suggestion. Women use it constantly and effectively. You will do well to remember, however, that if you can write an advertisement which will stim-

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ulate a man's imagination you are much more likely to get the job you want than if you appeal only to his reason.

I have tried a number of experiments with so-called clever advertisements. By clever advertisements I mean the kind which most business men think they like and consider effective. On several occasions I have run two advertisements in the same paper at the same time to secure a position for one man. In no case has the clever advertisement outpulled the conservative one. When in doubt keep in the middle of the road.

CHAPTER IX

DIRECT MAIL CAMPAIGNS

POWER OF DIRECT MAIL CAMPAIGNS

IN previous chapters I have several times spoken of the importance and value of direct mail campaigns. While there may be some people, such as domestic servants, who cannot use direct mail campaigns advantageously, most people will do well to give them careful consideration.

In a direct mail campaign — that is, a campaign in which you use circular letters to get a job — you select your own prospects. In newspaper advertising or any other form of general publicity you cannot do this. You can run a campaign consisting of ten letters or you can send several thousand letters; and you can change your campaign in any way you wish at any time. This method of getting a job is so important that there are several men in various parts of the

DIRECT MAIL CAMPAIGNS

United States who do nothing but run these campaigns for men looking for positions. When business conditions are normal a direct mail campaign will certainly produce a job. All you have to do is to keep at it until you win.

GET HELP IF YOU NEED IT

For the man who has a weak personality or lacks selling ability or for some other reason finds it hard to get results by calling upon prospective employers, direct mail campaigns are particularly important. Through letters you can anticipate objections. This is a very important point, and you will do well to read carefully the chapter on "How to Answer Objections." If you cannot write a good letter, but desire to run a direct mail campaign, you can get an advertising expert to help you. Any good advertising agency will supply the service you need or you may be able to get help from the advertising manager or sales manager of some corporation in your vicinity.

WILLIAM L. FLETCHER, INC.
BUSINESS TRAINING AND EMPLOYMENT SERVICE,
80 BOSTWICK STREET
BOSTON, MASSACHUSETTS

July 20, 1939

The Ames Machine Company
Auburn, Indiana

Gentlemen:

We have been asked to ascertain if you can use to advantage at this time the services of a High grade Works or Production Manager.

The executive we refer to is 45 years of age, a Protestant and married. His education in Mechanical Engineering and Electricity was received at Lehigh and Johns Hopkins Universities.

During the past 22 years he has held five positions. His last position, which he held for twelve years, was in Cleveland, Ohio. With the title Superintendent, he was the manager of a plant employing two thousand people. The work of this plant involved the handling and developing of chemicals and chemical processes, as well as large quantity production of small parts of metal and other materials.

We consider this executive capable of handling important organization and production work. He has an unusual degree of balance, has fully demonstrated his ability and has a clean record. His work in handling difficult labor situations and getting people to pull together has been excellent. He is not afraid of hard work and desires a position where real ability is necessary to produce satisfactory results -- and will be adequately rewarded. His last salary was \$4000. a year.

If you consider that you might use the man described at this time we shall appreciate it if you will write us in order that we may give you further information regarding him, and, if mutually desirable, arrange an appointment. We await your reply with interest.

Faithfully yours,

Wm. L. Fletcher
President

Just a simple, effective, "middle of the road" letter.

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If you are now holding a position which you do not wish to jeopardize, you can very well have your letters sent out by a third party. Not all of the men who make a business of running direct mail campaigns of this sort are worthy of your confidence, but some of them are doing good work and they are all worth investigation. If you engage one of these experts, be sure he doesn't send a mimeographed letter. If a processed letter is to be used, be sure it is run on a multigraph and that the name and address match the body of the letter. Letters should be personally signed. By working through a third person you can find out what positions are open in different companies without disclosing your identity.

OBJECT OF YOUR LETTER

The object of any letter you may use in a direct mail campaign should be one of two things: to find out if the corporations on your list have any positions open or to get an interview. While these two things may

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seem at first glance to be identical, you will find upon consideration that they are quite different. In one case you write to the company to find out what positions are open and to give very little information about yourself. In such a letter you tell only enough about yourself to enable your prospect to judge whether or not he desires further information. When you get a reply to a letter of this sort, you must answer it by sending complete information about yourself. If this is satisfactory to your prospect, an interview may then be arranged.

If you write a letter to get an interview, you must give concisely all your business qualifications. This doesn't mean that you should write a five- or six-page letter. No letter should exceed two pages. A one-page letter will be better than a two-page letter if you can possibly say what you have to say on one page. If you use a letter of this sort, you supply in your personal interview the information desired by your prospect which is not included in your letter.

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In no direct mail campaign should you try to get a job without an interview unless you are so far away from your prospect that you cannot possibly see him before he hires you. If you cannot arrange an interview with your prospect, your first letter should try to find out only whether or not he is interested to consider you. If he is interested, you should then prepare a complete outline of your education and business experience and send it to him. Such an outline should contain the names and addresses of references, and if possible copies of letters from well-known people who are in a position to vouch for your character, ability, and experience. Don't try to make your letter do too much.

FOLLOW-UP LETTERS

The opinion has been advanced by some experts that a man who is going to try to get a job through a direct mail campaign should use a series of follow-up letters. On the whole I don't agree with this opinion.

HOW TO GET THE JOB YOU WANT

I believe that it is better to try to find out in your first letter whether or not the employer has any position available for which he can consider you. If he has a position open or can make a position for you, an interview should be arranged and the details handled in interviews rather than by letters. If he has no position open, the sooner you find it out the better. If you enclose a stamped self-addressed envelope with your first letter, you will get replies from most of the people to whom you write.

The theory of a follow-up campaign is simply to keep your prospect from saying "no" until you can get him to say "yes." This theory is wholly sound if you are selling a staple commodity or a specialty. It doesn't seem good business when you are looking for a position. You should never write three letters to do something which can be done in one letter.

Do not understand from what I have said about follow-up letters that you should not follow up every good prospect you get.

1301 Marlborough Street, Boston,
July 1, 1921

The Huntington Foster Corporation
Broadway at Hunter and Todd Streets.
Philadelphia, Pennsylvania

Attention of the President

Gentlemen:

I write to ask what opportunity your business can offer a man of my qualifications. I have had a broad experience in department store work, like the field, believe it offers an excellent future and write to you because I know your firm by reputation to be the kind I should like to work with.

I am 39 years of age, Protestant, single and in perfect health. My education is high school, business college, one year's study of law (evenings) and three years spent at Northeastern College in Boston (evenings) in the study of business administration and management. I desire a position as comptroller where I may ultimately become assistant general manager or manager.

My business experience covers a period of fifteen years; seven in manufacturing, seven in department store work and one year in public accounting. I have been assistant treasurer and comptroller five years for one of the largest department stores in the East and have recently been associated with a corporation controlling a large number of the finest stores in the country as supervisor of accounting at a salary of \$6000.

At the present time when it is important that every item of expense be thoroughly analysed and sales constantly watched, I believe that my services should be particularly valuable to a progressive corporation. From long experience I thoroughly understand department store problems. I have had successful experience in handling help and getting results quietly and efficiently. I believe that my strongest point, perhaps, lies in the fact that I can tell the story of a big business in words of one syllable and figures from 1 to 9 and that I may be relied upon to handle my work without supervision.

I shall appreciate an opportunity to give you further information and to meet you personally.

Sincerely yours,

P. H. Manning
P. H. Manning.

This letter was sent by a capable executive to about twelve hundred corporations and pulled about four hundred replies. The letter was multigraphed. The names and addresses of the firms to which the letters were sent were filled in on a typewriter. The letter was signed with a pen. No return envelopes were used.

HOW TO GET THE JOB YOU WANT

Persistence is a most important and valuable quality. Several of the keenest executives of my acquaintance will not hire a man who calls once. These executives give a man a grade to indicate his value in their business and file his letter away. It stays in the file until he calls again. If he shows that he has little persistence by calling upon this employer only once, his application stays in the file and he never gets a job. If he follows up his interview with another call or by personal letters, the employer will then consider him seriously. When you get hold of a live prospect, never drop him until you have written him or called upon him at least three times. Don't take "no" for an answer until he has told you "no" three different times. This idea of keeping after a good prospect is "following through" rather than "following up."

SELECTING THE LIST

Lists to be used in direct mail campaigns are easy to compile. You must decide how

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many letters you wish to send. If you believe that you can get a job by sending twenty or thirty letters, you can make up a list very easily by consulting a telephone book or business directory. If you are going to send a thousand letters, your list will be more difficult to compile. As a rule large campaigns will go to one class of prospects. By this I mean that you will be writing to department stores, druggists, hosiery manufacturers, banks, advertising agencies, or to people engaged in some other one kind of business.

If you have difficulty in selecting your list, go to the publisher of your city directory or to one of the large houses which handles lists all over the country. Boyd's City Despatch in New York and Ross-Gould in St. Louis are two of the best firms. When you run a direct mail campaign your list should always be compiled before the campaign starts. Don't ever start a campaign of this sort with the thought that you will make up your list as you go along.

HOW TO GET THE JOB YOU WANT

For one reason or another you will find that this practice is never satisfactory.

NUMBER OF LETTERS

The question of whether you should send a large number of letters or only a few is always a difficult one to answer. In most cases this question must be decided by local factors. If you desire a job with an advertising agency in the city in which you are now located, the number of your prospects will necessarily be limited by the number of agencies in the city. If the number is small, perhaps fifteen or twenty, you can send only fifteen or twenty letters. If, on the other hand, you desire a job with a department store and don't care where the store is located, you will find that any one of the list houses can supply you with a list containing several thousand names. In handling a campaign of this sort, I believe you will do well to divide your prospects into classes. As an example you may put all stores rated at \$1,000,000 or over into one class; stores

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rated at from \$500,000 to \$1,000,000 in another class; stores rated at from \$100,000 to \$500,000 in a third class; and the remaining small stores in a fourth class. If you wish to locate in a large city, you could divide the stores into classes according to the size of the city in which they are located. In these and many other ways you can split your list into small units. Under no conditions would I advise you to send more than two hundred letters at once. Always take your best prospects first. Study your prospects and get the "you" attitude into your letters.

TEST CAMPAIGNS

If you have decided to circularize a list of several hundred prospects, you will always do well to test your letter on a few prospects before mailing it to the whole list. Twenty-five names selected at random are probably enough. If you will select twenty-five good names and send twenty-five individually-typed letters to these companies,

WILLIAM L. FLETCHER INC
BUSINESS TRAINING AND EMPLOYMENT SERVICE
80 BOYLSTON STREET
BOSTON MASSACHUSETTS

April 7, 1921

Early Machine Works
Amesbury, Massachusetts

Gentlemen:

We have recently received an application for employment from an executive in whom you may be interested. He is a production manager who is also an expert tool and machine designer.

The man we refer to is 42 years of age and married. He is a college graduate who was educated and lived for some time abroad. In addition to English, he speaks French, Dutch and German and can converse with employees in those languages if necessary.

During the past twenty years this executive has held several responsible positions with prominent corporations in this country and abroad. His experience covers organizing and managing as well as designing. He is thoroughly familiar with all kinds of work done in drafting rooms, pattern shops, foundries, blacksmith shops and machine shops.

Our investigation of this executive leads us to the conclusion that he is capable of handling important work in designing tools, machines and engines and in production management. He has a good degree of balance and has fully demonstrated his ability and reliability. He is not afraid of hard work and desires a position where real ability is necessary to produce satisfactory results. The starting salary which he will consider is much less than we believe he is worth.

May we send you further information preliminary to an interview?

Faithfully yours,

Wm. L. Fletcher

The appeal in this letter is to the employer's desire to save money. It was used at a time when jobs were scarce and pulled several replies.

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the results received from this small mailing will usually enable you to judge the results you will get from your entire list. If twenty-five letters bring replies from two firms which are interested to know more about you, then one hundred letters will bring eight replies. You may find in small tests that your percentage will vary somewhat. A test of twenty-five letters, however, will usually enable you to determine whether you have written a good or a poor letter.

HOW MUCH TO SPEND

The amount of money which you should spend per letter in a direct mail campaign will necessarily vary according to the kind of job you desire. If you are looking for a position as a stenographer, your letters should not cost over seven cents each. This figure allows four cents for postage — two cents on your letter and two cents on your return envelope — and three cents for your stationery. Nothing is allowed for typing because it is assumed that you will do this

WILLIAM L. FLETCHER, Inc.
BUSINESS TRAINING AND EMPLOYMENT SERVICE
80 BOYLSTON STREET
BOSTON, MASSACHUSETTS

September 24, 1933

Mr. W. A. Sanborn, President
New England Building Corporation
Boston, Massachusetts

My dear Sir:

There seems to be a general feeling among the building contractors of our acquaintance that until conditions stabilize business is going to be rather slack. For this reason you may be interested in an executive who has recently come to us with an exceptional record for securing and handling big business in your field under difficult conditions.

This executive's experience and the results he has produced in the past are such that he has a great deal of confidence in his ability to produce a large volume of business. For this reason he will consider a salary and commission proposition which should be attractive from your viewpoint -- what he wants is a tough job with a fair proportion of the results he produces.

The man we speak of is still in his thirties. He has a college education, perfect health, a pleasing, aggressive personality and will soon have two people dependent upon him for support. His acquaintance is exceptionally broad and his experience in construction, sales and management will meet your entire approval.

If you want more business -- if you believe that a new viewpoint, new connections and new experiences might be valuable at this time -- and if you are willing to give an executive who can bring these assets to your business an opportunity to make some real money for you and himself -- we should like to send you, without obligation, complete information regarding the man we speak of.

Faithfully yours,

Wm. L. Fletcher
President

The above letter pulled eight leads on \$70,000 jobs from forty corporations. These results were secured at a time when business was slack. Notice how the business depression is capitalized in the first paragraph of the letter.

In reading this letter, notice that the executive for whom it was written is being sold as a "specialty" -- that is, that an effort is made to develop a demand for his services.

If you can think of yourself as a specialty you can make jobs when none exist. Show your prospects what you can do for them. Don't ask for something in a letter of this sort -- tell what you can do and offer to prove it.

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yourself. If you cannot operate a typewriter, then you will need to add from ten to twenty cents per letter for typewriting if the letters are to be individually typed. The cost of a letter can be increased considerably by using expensive enclosures. There is a question, however, of whether or not such enclosures are really worth while.

I know of one case where a man desiring an executive position enclosed with his letter a facsimile of a letter which he had received from a former employer. This letter was very carefully reproduced, so carefully, in fact, that any one glancing at it casually would think it was the original letter written to him by his former employer. The letterhead had been reproduced on a good grade of bond paper, the body of the letter multigraphed, and the signature printed in blue ink by the use of a facsimile plate. The man who wrote this letter asked each prospect to please return the enclosed letter from his employer to him after he had read the letter. In every case the employer did this.

Room 988, 84 Devonshire Street,
Boston 7, Massachusetts

April 5, 1922

Cole, Fisher & Perkins
37 Boylston Street, Boston,

Gentlemen:

I write to ask what opportunity your business can offer a man 27 years of age with average ability, an open mind and a capacity for hard work. I write to YOU for two reasons; first, the advertising profession is the field in which I believe I can render the best service; and second, I know your firm by reputation to be the kind I should like to work for.

As a boy I lived in Rochester, N. H. where I graduated from high school in 1912. I entered Dartmouth in that year and received my degree of B.A. in 1916. During the war I served as a First Lieutenant after training at Plattsburgh. In the army I acted as instructor in intelligence work and as mess and canteen officer.

Since the war I have been associated with one of the best real estate firms in Boston as a broker. I have to make a real effort to keep my mind on my work and feel that I should make a serious mistake to continue in this field under these conditions.

All my life I have been interested in artistic things. At Dartmouth I was on the staff of the "Jack O'Lantern" for four years. During my senior year I served as art editor. In advertising I believe that my artistic tendencies could find expression in originating and laying out advertisements and in studying and using type. My experience in intelligence work should help me in making market investigations. I think I could get the facts when and as wanted and eventually dig up and close business.

As to executive ability, two positions which I have held in the army should help you to determine the degree in which I have it. At one time our regimental mess found itself \$1200. in the hole. I was placed in charge of it. In four months we were out of the hole and had \$300. in the bank. This was done on the regular government allowance of \$.51 per man per day and everyone was satisfied with the food served.

April 5, 1921

On the strength of this record I was placed in charge of the regimental exchange which was doing a business of about \$300. a month and making no profit. At the end of six months the exchange was showing a net profit of about \$3000. a month.

You will appreciate that this is not the kind of experience most men . got in the army. I cite these cases because it has always seemed to me that the importance of making a business make money is a point not appreciated by most men. I think I do appreciate it and that I can produce profits for my employer. Results so far tend to prove this.

As I read this letter over, it seems to me that I have overstated my case. I don't want you to say "Here is a man who knows it all". I am only trying to give you facts upon which you can decide whether or not an interview is worth while. May I have an interview at your convenience?

Sincerely yours,



Robert C. Stearns

The above letter sent to sixteen advertising agencies brought fifteen replies and six interviews.

Notice how the "you" attitude is developed in the first paragraph. In the fourth paragraph the writer anticipates an objection. Most employers feel that the man with an artistic temperament is temperamental and therefore an undesirable employee. This man shows that his interest in artistic things will be an asset to an advertising agency.

The fifth paragraph in this letter is an exceptionally strong one. The writer tells his prospects to draw their own conclusions — and then gives them information from which they can draw only the conclusion that he possesses unusual executive ability. If you will try to rewrite this paragraph you will find that convincing an employer that you have exceptional ability is not an easy job — your paragraph is likely to sound conceited.

In the next to the last paragraph the writer anticipates the business man's objection that army experience is of no value in business.

HOW TO GET THE JOB YOU WANT

Tricks of this sort are all right in such instances, but they are dangerous things to play with. If the facsimile letters had been poorly executed and the employers to whom they were sent had known that they were copies, it is doubtful if this man would have received any consideration. Employers as a rule do not like tricks.

In no case should you send an elaborate outline of your experience with your first letter. Always use such an outline as bait to get a reply. Tell your prospect in your first letter that you have prepared an outline of this sort and ask him if he would like to receive one. Give him enough information in your first letter to enable him to determine whether or not you are worth considering. By following this suggestion you will save money and increase the effectiveness of your letters. A man will read something which he has asked for much more carefully than something which has come to him unannounced. In my own work I don't use enclosures with letters unless I

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send a circular explaining what my organization does and how it does it.

Many of the letters reproduced in this book have pulled ninety per cent replies and thirty per cent interviews. Certainly these results are all that any one could desire. If you can equal these results without the use of enclosures, it is not good business to increase your expense by sending unnecessary material in your letters. Keep the cost down as low as possible.

STATIONERY

In previous chapters we have had so much to say about stationery that it will not be necessary to go into details on this point here. If you are in doubt as to what kind of stationery you should use, you will do well to stick to the regulation $8\frac{1}{2}$ by 11 inches business size. You can use gentlemen's note-paper or the semi-business size of stationery effectively if you have some artistic ability and experience in advertising. Don't take any chances with freak sizes or

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colors. Never use anything but white paper or a very light tint. Keep away from pinks and blues. They are effeminate. Use the best grade of paper you can buy.

SELLING YOURSELF AS A SPECIALTY

Throughout this book you will find examples of effective letters which have been used in direct mail campaigns. On page 204 you will find a letter which illustrates how you can attempt to create a demand for your services — in other words, to sell yourself as a specialty. In a period of business depression this letter pulled very well.

Employers are very much like employees. They think about the same and act about the same. When business is poor, they don't know very much more about what they ought to do than their employees do. At such times they are always open to suggestions in a much larger degree than they are when business is good. If their businesses are not going satisfactorily, it usually means that they have tried every-

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thing they could think of. Under such conditions plausible suggestions as to how they can increase their business or make more money will always receive careful consideration. I say that these suggestions must be plausible. They must be plausible to get attention. They must be sound to get results. Don't try to get results by presenting some freak idea which sounds good, but is really unsound. On the other hand, if you have a suggestion which you know is sound, don't conclude that because it is sound it will sell itself. It must not only be sound, but it must look sound to your prospect. If you will study the letters in this book carefully, they will suggest many ideas which you can use in writing letters to sell yourself as a specialty. Use these ideas, but don't copy them *verbatim*. The employer may know them as well as you do.

POINTS OF CONTACT

If you will study the letters in this book carefully, you will find that many of them

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establish strong points of contact with the people to whom they are written. These points of contact are usually rather subtle, but they are there just the same. If you can establish a point of contact quietly and efficiently, you should by all means do so. On the other hand, if there is any question in your mind as to whether or not you can do this, don't try it. Write a simple, straightforward letter and let it stand or fall on this merit.

MULTIGRAPHED VS. INDIVIDUALLY-TYPED LETTERS

In my own business during the past two years I have used a large number of both multigraphed and personally-typed letters. Everything else being equal, a letter which is individually typed will outpull a multigraphed letter. On the other hand, many of the multigraphed letters which I have used have pulled very well indeed.

The pulling power of a multigraphed letter is determined largely by three things :

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- 1) the quality of the stationery on which the letter is multigraphed ;
- 2) the neatness with which the multigraphing and filling-in is done ;
- 3) the subject-matter used in the letter.

A letter multigraphed on a high-grade paper, such as Crane's Standard of America or Strathmore Parchment, will pull more replies than the same letter individually typed on cheap stationery. A letter multigraphed on cheap stationery is worthless. It will be read, but it won't pull. If you use multigraphed letters they should always be filled in very carefully. A multigraphed letter which is poorly filled in is hardly worth sending out. I don't argue that you should have your letters filled in carefully with the idea of fooling the people to whom they are sent, but simply because every business communication should be neat. If your letter is slipshod, your prospect will argue that you are a slipshod person. If it is well done, he will conclude that in one respect at least you will be a satisfactory employee.

51 Madison Road, Lexington, Massachusetts
May 17, 1932

Western Paper Manufacturing Company
Springfield, Massachusetts

Subject: Application for Position

Gentlemen:

I write to ask what opportunity your business can offer to a man 27 years of age with average ability, an open mind and a real capacity for hard work. I write to you because I have had several years' experience in the paper industry, am interested in it above all other kinds of business and because I know your company by reputation to be the kind I should like to work with.

My education is high school and one year at Boston University (evenings) where I studied management and marketing problems. In the paper business I started at the bottom in a mill in Pennsylvania. When I entered the service in 1917 I was foreman of a department. Since the war I have had some experience in selling, printing and buying -- in other words, I have been trying to get an all round knowledge before starting on the job which I shall try to make my life work.

There are personal qualities which have an important bearing upon a man's success -- such as personality, loyalty, enthusiasm, reliability, resourcefulness and initiative -- upon which I am not competent to speak regarding myself. I can say, however, that my health is excellent, I have a purpose in life, I can accept responsibilities and I think that the army taught me the importance of discipline. I am saving a small amount of money regularly. As to character, habits and references, I can refer you to people with whom I have worked and invite such further investigation as you may care to make.

Because I am married and dependent upon what I earn for support I can not afford to finance myself entirely during a trial period; initial salary, however, is a secondary consideration. What I desire is an opportunity to demonstrate my value to you. May I have the privilege of an interview at your convenience?

Sincerely yours,

Ernest Tuttle

Ernest Tuttle

Copies of this letter were sent to sixteen corporations. The writer received fifteen replies, four interviews and three offers of positions. It will pay you to study this letter carefully. The style or tone of the letter is particularly worthy of your careful consideration.

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Every letter which you send should be signed by a pen, regardless of whether or not the letter is multigraphed or individually typed.

It will not pay to multigraph any letter which is not going to at least fifty people. This is the opinion of public stenographers who do this work. Personally I am inclined to believe that if I were sending a letter to any number of people up to one hundred, I should use personally-typed letters; but if I had a list of one hundred or more I should have the letters multigraphed. Multigraphed letters are more effective when sent by a third party than they are when sent by a man who is looking for a position for himself.

In my experience multigraphed letters have been most effective when they were sent with the idea of finding out what positions are open. If you are going to write to a limited number of firms to try to get interviews, you will do well to use individually-typed letters. If you are going to write to a

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large number of firms to find out if they are interested to see an outline of your qualifications, multigraphed letters will pull almost as well as individually-typed letters. Roughly stated, the rule is: if you are writing to secure an interview, send an individually-typed letter; but if you wish to find out only if the corporations to which you are writing are in a position to engage some one of your qualifications, send a multigraphed letter. You will usually find it to your advantage to send at least fifty individually-typed letters trying to secure *interviews* before you send multigraphed letters of the sort I speak of. If the individually-typed letters don't pull, try a larger number of multigraphed letters.

WHEN TO MAIL YOUR LETTERS

If you have never given this subject any thought, you may be surprised to know that letters which reach prospects on certain days will pull much better than letters which reach prospects on certain other days.

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The worst day in the week on which to have your prospect receive a letter is Saturday. The second worst day is Monday. In most businesses Saturday is a half-holiday. On Monday most executives have an accumulation of mail on their desks. Mail your letters so that they will reach your prospects on Tuesday, Wednesday, Thursday, or Friday. The days immediately preceding and following holidays are also poor days on which to have letters reach prospects. Letters arriving on these days don't receive the consideration accorded letters arriving on other days. In some cases the time of mailing a direct mail campaign will determine its success or failure.

CHAPTER X

HOW TO ANSWER OBJECTIONS

TWO WAYS OF ANSWERING OBJECTIONS

OBJECTIONS are of two kinds — expressed and unexpressed. Expressed objections are the more common and easier to meet. For this reason we shall consider them first.

You can answer an expressed objection in one of two ways: (1) admit that the employer is right and then tactfully prove that he is wrong; or (2) contradict the employer — tell him flatly that he is wrong and **PROVE** it.

Perhaps it may be well to discuss for a moment here a third method of meeting an objection which is sometimes called “sliding it under the table.” Sometimes an employer will raise an objection which he regards as unimportant simply to see how you will handle it. In a case of this kind the worst mistake you can make is to take the em-

HOW TO ANSWER OBJECTIONS

ployer seriously. If the employer raises a point which you regard as unimportant, disregard it. Dispose of it with a word or brief sentence and go on to something else. As an example of this kind of objection, I recently asked a life-insurance salesman if his company (one of the largest in the country) was financially sound. He said with a smile, "You know without my telling you"; and passed on to a talking point in his contract.

ADMIT THAT THE EMPLOYER IS RIGHT

The best way for any one except a particularly keen salesman to answer an objection is to admit before he starts to argue that the prospect is right. Later in this chapter we shall see examples of how you can answer the more common objections. What I want you to understand here is the principle involved. If an employer raises an objection and you start to argue, you will find yourself on one side of a fence and the employer on the other. This is a wholly un-

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desirable situation. The way to avoid it is to admit, before you start to drive home your answer to the objection, that the prospect is right. When an employer makes an objection he is in the position of a man you meet coming toward you on the street — he is going in the opposite direction from the way you are going and the way you want him to go. You must turn him around by admitting that his objection is sound. After you do this he has nothing to fight about so he must listen to you for a few moments.

As an example of how you can do this, several years ago I was sent by the president of a large insurance company located in the North to one of the Southern States. In my work there I went one morning, with the general agent for the State, to visit an agent in a small town who was producing very little business. The general agent had telegraphed the local agent that we were coming so the local man met us at the station. As we started to walk from the station to the agent's office, the local man began talking

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about a demonstration for an automobile which he was going to have that day, and finally said: "Now, boys, you might just as well catch this train back to Charlotte as to stay here all day. I don't like accident insurance and I would not have a health policy in my office. Besides, I am going to be busy to-day and can't give you any time." As he said this the local agent, standing in the station, turned us around and started us walking back toward a train which was about to depart for Charlotte.

Slowing down in our walk, I said, as tactfully as possible: "I know exactly how you feel about accident and health insurance. I meet many men who feel the same way and sometimes I feel that way myself. I know, too, that you are busy and I am sorry to disturb you. But, did you ever meet the president of our company?"

"No," he replied, "I have never met Mr. Blank, but I have heard a great deal about him."

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"Well," I said, "if you know Mr. Blank by reputation, you will understand what I am going to say now. Mr. Blank sent me down here to see you. He told me to tell you certain things. It has cost the company about \$300 for this trip and I can't go back until I tell you these things. So let's go over to your office and get it over with as soon as possible."

We went to the prospect's office and in twenty minutes he bought a policy for himself. This was the first of several we sold that day simply because we understood how to get around a prospect and push from behind instead of trying to knock him down and drag him back to his office.

CONTRADICT THE EMPLOYER

Once in a while you may find it best to contradict an employer. In such a case you must *seem* to abandon tact and come out with a straight-from-the-shoulder, man-to-man answer to a statement with which you do not agree. Do not understand anything

HOW TO ANSWER OBJECTIONS

in this paragraph to mean that you should argue with an employer. You should not. If you contradict a prospect, your proof must follow immediately. In fact you must prove that you are right before your prospect can think up anything to say to answer your contradictory statement. This method is a very effective one provided you are on familiar ground. Don't ever use it unless you know exactly what you are talking about. Don't ever use it when you are in doubt whether you should use it or not.

As an example of how you can handle an objection in this way, an employer recently said to a young man of my acquaintance, "You couldn't handle this job as manager of my fishing-tackle department because you have never sold tackle." And the applicant answered: "You are absolutely wrong, Mr. Blank. You don't know much about fishing tackle yourself, yet you could run that department. Why? Simply because you know how to fish, understand what a fisherman wants when he comes into a store, and

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have a wonderful personality. I have not had your business experience, but I know every worth-while lake in New England, and I know a great many fishermen who spend many thousands of dollars each year on tackle. Also, I know how to listen to their stories and can tell a few good ones myself when the occasion warrants. I can run that department and make it make money if you will let me try." He got the job and made good.

ANTICIPATE OBJECTIONS WHEN POSSIBLE

Sometimes an applicant for a position will know before he sees a prospect that he will have to meet one or more objections. Possibly the applicant has shifted jobs a bit too often; perhaps he has not had quite as much experience as the employer desires; or he may have had a physical breakdown at some time. In a case of this kind, where you know that sooner or later you must meet an objection, the best way to

HOW TO ANSWER OBJECTIONS

handle the situation is to anticipate the objection — “get the jump on your prospect”; bring the objection right out into the open *and answer it* before the employer even knows that it exists. Don’t ever let an employer find out an objection for himself if you can possibly help it. This means that if at any time you have a tendency to cover up anything you should carefully consider whether or not it would not be better to tell the employer the exact situation and make such explanation as possible. If the objection is a serious one and you don’t do this, your mistake will probably cost you the job if the employer finds the objection.

Objections play a very important part in the lives of men who desire positions. You are sure to encounter one or more. If the employer can’t find any, he will hesitate to give you a position just because he has found no weaknesses. In a case of this sort he will reason that you are probably not perfect, and that the fact that he has found nothing

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wrong means only that you are very clever at covering up your deficiencies. This is one thought you do not wish your prospect to think. If he gets this idea in his head, you will have a hard time getting it out. So you will do well to show your prospect one or two weaknesses to give him something to think about. If you are a perfect man, invent a couple.

Different people will meet objections in different ways. Personally, I like to handle them by letters when it is possible to do so. When you plan a direct mail campaign to get a job, you can take all the time you need to write your letter. You can also get all the help you need if you are not clever at writing letters. If you can't anticipate and dispose of an objection in a letter, you certainly can't do it when you are face to face with your prospect in a strange environment with no time for mature deliberation.

In answering objections, you will find that the thinking you do when you are

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writing letters will help you to meet unexpected objections when they are raised by prospects during interviews. Very few men think quickly and accurately when they are on unfamiliar ground. Before you see a prospect, you should go over the list of weaknesses you prepared in Chapter II (2) and decide what you are going to say if the prospect touches upon any one of them. By doing this and being able to answer quickly any objections the prospect brings out, you will create an impression of alertness and clear, rapid, and accurate thinking.

Several years ago a colored man who had made the varsity baseball nine of a large university under difficult conditions told me a story which admirably illustrates this point. This man had made the team largely because of his ability to think quickly in a pinch. He said that in a game with his college's chief rival the ball came to him on a very unusual play. By doing the right thing without a second's hesitation he made a triple play and won the game for his team.

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After the game, one of the "old grads." who had been a star baseball player in his day complimented the young player on his quick thinking and said that it was the best play he had ever seen on a baseball diamond. The colored man accepted his congratulations with a smile. "But," he said, as he told me the story, "I didn't think that play out on the spur of the moment. Four years before that game was played, while I was a student at Andover, I thought out that play one day as I sat at the window of my room watching a scrub game on the lawn. I had known for four years exactly what I should do if that situation ever occurred while I was playing a game."

FIGHTS WITH FORMER EMPLOYERS

If you have had a fight with a former employer, this fact is certain to be an objection in the mind of any employer to whom you may apply for a position. This is true regardless of the circumstances under which your fight occurred. There is a general feel-

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ing among employees that some fights are justified. Probably they are. There are certainly many companies in the United States which I should not care to work for. No self-respecting man can work for a company which is not honest. But disagreeing with the policies of a company and fighting with an employer are not at all one and the same thing. Also, fights with former employers, regardless of whether you were right or wrong, are not looked upon with favor by employers generally. Of course, you can't undo something which has already happened; but you can avoid fights in the future. If you do not agree with the policies of an employer, quit. But get out without a fight and don't talk about the situation after you are out. Always leave an employer with a friendly feeling if you can possibly do so.

If you have had one or more fights with former employers, the question of whether or not you should discuss them with prospective employers before they find it out is a

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hard one to answer. Your decision on this point will necessarily be determined by factors known to you only. If you have been working with a man or company which is notoriously the wrong sort, you will probably make no mistake to admit that you have had trouble. With some employers the fact that you could not or would not get along with an employer who was dishonest or unreliable might be an asset. On the whole, however, I believe that you will do well to avoid expressing your opinions too forcibly. You must be particularly careful about what you put on paper.

If any trouble which you may have had with a former employer came about as a result of some mistake in judgment on your part, you will probably do well to admit this and express regret at your error before your prospect finds out for himself what has happened. You can do this either in a letter or in an interview with your prospect. If you believe that the prospect will find this

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out before you can see him — as *might* happen, for example, if you are answering an advertisement — you should anticipate the objection in your letter. If possible, however, objections of this sort should be taken up only in interviews. Under no circumstances, except the most serious, should you try to anticipate in a direct mail campaign any objection which your prospect is likely to raise as the result of trouble you have had with a former employer.

There is some question as to the best time to tell an employer about fights you have had with former employers; but there is no question as to whether or not you should at some time before you start work tell the new employer about any trouble you may have had. Any fights you have had within five years should be fully explained. Be brief, but be explicit. Troubles which you may have had over five years ago may well be forgotten unless they were particularly serious ones.

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UNEXPRESSED OBJECTIONS

The hardest kind of an objection to meet is the one which is not expressed. If you do not make progress with an employer after you make a good approach and can't understand the reason, you must try to find the unexpressed objection. One way to do this is to ask the employer if he will not tell you frankly where the trouble lies. If he will do this, you may be able to answer his objection to his satisfaction. If he will not tell you, you must try to find it yourself.

In hunting for trouble of this kind, you will do well to try to find out what the men you are giving as references are telling the people you send to them. Of the men whose names are given to me in business as references, between twenty and forty per cent return unsatisfactory or unfavorable reports. Some of these men will tell employees to use their names freely and then "throw the employees down" when they are approached by employers. This is a

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contemptible thing for any one to do, yet it happens every day. Sometimes a man will hunt for a job for months only to find at the end of that time, usually through accident, that some man whose name he has freely used as a reference has been telling prospective employers that he is not a good man. As a rule the men who do this sort of thing are the ones who tell employees to go the limit in using their names. If you have a jinx of this sort trailing you, the only thing to do is to locate it and find out just what it is doing. Your common sense will tell you what to do after you find it. In the chapter on "How to Complete an Application" you will find some interesting information about references and the kind you should give.

Sometimes an employer will give you a certain reason for not hiring you which is not the real reason which influences him to make his decision. In such a case you are dealing with an unexpressed objection. You must try to look behind what your

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prospect says to get at the reason which is influencing him.

NOT ENOUGH EDUCATION

One of the objections which you are likely to meet, if you are a self-made man, will have to do with a lack of education. If you know you can make good on a job provided you can get it, you should be able to overcome this objection. If the employer wants a college man for the job and you have acquired, through correspondence-school or evening-school courses, the knowledge and training which the average college man possesses, the following answer to this objection, which is adapted from an outline of employment work prepared by the Alexander Hamilton Institute, should help you.

"Mr. Blank, I thoroughly appreciate that you want a well-educated man for this position. The fact that you want a man of this caliber means that the work itself is all the more desirable and makes me desire more than ever to join your organization. The

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reason why you desire a college man is undoubtedly because such a man has a mind well trained through the study of history, economics, literature, philosophy, science, and mathematics. I haven't a college degree and I have never studied these subjects in college, but I have been reading and studying along these lines for a good many years and I am confident that I can bring you the kind of ability you desire. You would not bar a man like Lincoln, Carnegie, Otto H. Kahn, James A. Farrell, or Thomas A. Edison from the ranks of educated men. Yet all of these men are self-made men who have acquired for themselves without the help of a college training the highest culture and learning. I believe that you will agree further that the education which a man pays for himself is worth more than that which is handed to him on a silver platter at a time when he doesn't perhaps keenly appreciate the value of an education. I have been studying all my life and applying the principles I have learned from books

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to the businesses in which I have been engaged. Am I not really the kind of man you desire?"

LACK OF EXPERIENCE

"Young man, you are all right! I like your personality and your enthusiasm. You seem to have a good degree of balance for a man your age, and your references are satisfactory; but you haven't had the amount of experience which a man on this job needs." The following is one answer which you might make to this common objection:

"I am sorry to say, Mr. Blank, that your statement about my lack of experience is correct. I haven't had the years of experience in this particular kind of work which you feel are necessary; but I still feel that I could handle the job to your entire satisfaction. It seems to me that my lack of experience is, perhaps, an asset rather than a liability. If you give me this position, you know and I know that I shall have

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to stretch to hold it down. I shall not come to your organization with any preconceived ideas of how the job should be run. I don't think that I know more about this business than you do and I shan't be always telling you how so-and-so runs his business. The ability to adapt one's self quickly to new conditions is certainly a desirable one. I know that I have it. In the business magazines, too, I have read many times that the biggest executives in the country believe that the young business man who has a reputation to make is a better man to select for an important job than a man who has already established his reputation. You have said that my character and business ability are satisfactory. I am willing to work hard. I have excellent health and appreciate the importance of study. Ability, adaptability, open-mindedness, and the capacity for hard work should certainly more than counterbalance my lack of experience in this particular kind of business."

CHAPTER XI

HOW TO DOMINATE THE INTERVIEW

EVERY INTERVIEW MUST HAVE A MANAGER

IN the chapter on the "Fundamentals of Salesmanship," buying motives were fully discussed. The importance of keeping the prospect constantly moving toward the point where he will be willing to do what you want him to do was also emphasized. It will help you now to read this chapter again.

Every sale must have a manager. An interview is a sale — if you handle it right. It must have a manager. You should be that manager. When a prospective employer grants you an interview, he gives you that time. It is yours to do with as you will. The best way to dominate an interview is to plan it carefully — and stick to your plan.

To dominate an interview does not mean

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to browbeat an employer. Some men can dominate by saying nothing. Dominating an interview simply means running it the way you want it run.

VALUE OF A PREPARED CANVASS

There are many good salesmen who do not believe in what is known among salesmen as a standardized presentation, that is, a thoroughly prepared, and perhaps memorized, canvass. You are likely to meet some of these men who will laugh at your idea of carefully planning every step of your interview before you go to see your prospect. These men may be right in their ideas so far as they are personally concerned. In selling goods on the road or in a store, where a salesman meets certain objections several times a day, a standardized presentation may not be necessary or advisable. In trying to get a job, however, it is very important.

If you are to succeed in selling your services, you must constantly keep in mind

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the destination to be reached. At some time in your interview you will probably be thrown off the track. Your prospect may be interrupted by a telephone call, or by some one coming into the room, or in any one of a hundred other ways. The value of a prepared presentation lies in the fact that through it you can easily get back on the track. It will help you to get started. In using a prepared presentation it may be necessary for you to act a part for a few minutes while you are getting back on the track by simply repeating a few memorized lines. If you do this you are only doing what every actor does in a play.

TRY COURTESY FIRST

Most books on salesmanship are predicated upon the idea that selling is a hard job. Sometimes it is and sometimes it is not. If you make up your mind before you go to see a prospect that you are going to have a hard fight to get him to do what you want him to do, you will have the fight all right

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and probably lose it. Don't do this. Go prepared for a fight, but don't *assume* before you start that you will have one.

In getting a job you cannot use high-pressure salesmanship to advantage. In selling some kinds of goods it is necessary, figuratively, to back your prospect up against a wall and take his money away from him. You can't do this in selling your services. To get a job you must make your prospect want what you have to sell more than the money it costs. You must not only sell him, but keep him sold. Consequently, you can forget all the tricks of high-pressure salesmanship you have ever heard of. Don't try to use them.

When I try to make an important sale I start by dressing quietly and conducting myself in a quiet, dignified, gentlemanly manner. In particular I try to be courteous. I don't wait until I am face to face with my prospect to start being courteous, but begin when I enter the building in which he is located. The elevator operator or starter

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may be able to give me some information of one kind or another which will help. When I enter my prospect's office, I try to make a good impression on the office boy or telephone operator who greets me. I don't do this by smirking or kidding, but simply by being quiet and courteous.. Bluster will never get you anywhere.

Most business men are gentlemen. If you greet them in a quiet, dignified, gentlemanly way with a smile, most of them will treat you as you treat them. When you strike a boor or a blustering roughneck, try courteous treatment before anything else. You can frequently tame this class of men by simply speaking in a low tone of voice and treating them courteously. Environment is a powerful influence in the lives of most people. You are a part of your prospect's environment while you are in his office. If you are a gentleman and treat him like a gentleman, he may try to live up to his environment.

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HOW TO OVERCOME SELF-CONSCIOUSNESS

There are very few men who can go to an important interview with a prospective employer with real confidence that they will acquit themselves creditably and get the job they want. These men think that they lack self-confidence. Perhaps that is the trouble. Whatever the trouble, the cause is self-consciousness — they are thinking about themselves instead of what they are going to do.

What you want to think about is what you are going to say to your prospect and how you are going to get him to do what you want him to do. You can't think of two things at the same time. Your mind is like a tumbler — it can't be full of two things at once. The way to overcome self-consciousness and gain self-confidence is to forget yourself by filling your mind so full of other thoughts that you can't possibly think anything about yourself.

As you read this you may say that the

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theory I expound is all right, but that you are scared. Suppose you are afraid, suppose your knees do shake, suppose you do feel sort of numb and your voice seems to come from some one a long way off — what of it! No one is going to hurt you. In selling your services you are doing something which you do only a few times in your whole life. It is not to be expected that you should go at it as an experienced salesman approaches a customer he has seen every week for twenty years. Most of the good salesmen of my acquaintance get scared once in a while. It is natural that you should be scared. Feeling nervous or afraid is nothing to worry about. Suppose even that your prospect knows you are scared. He will not hold that against you if you keep your wits about you. Personally, when I talk to a man who is not a trifle nervous during the interview, I usually put his folder aside for a special investigation. If he looks to me like a perfect man, I do not by any means put him down as

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being perfect. I have never seen any one yet who was perfect, and when I find a man who seems to be perfect I know something is wrong with me — I have failed to find his weaknesses. Get scared if you want to and stay scared. But don't forget what it is that you want your prospect to do and how you are going to get him to do it.

KEEPING IN STEP WITH YOUR PROSPECT

Your prospect probably wants to hire a man who, in many respects at least, is much like himself. He may not know this, but he does just the same. For this reason it is important that you establish one or more good points of contact early in your interview. Show him that your interests, desires, likes, and dislikes are much like his own. Do this quietly and tactfully, but get in step with your prospect. Be sure that the points of contact are closely associated with the business you have come to discuss. If you have a ten-minute interview, don't spend half of it talking golf or fishing. Let your

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points of contact lie nearer your prospect's business.

Your powers of observation will help you to keep in step with your prospect. Note the appearance of his office, observe his clothes, manners, and voice, and look around to see if there are any mottoes or photographs on the walls which will give you a line on his interests. Adapt yourself to your prospect to the fullest extent of your ability.

GOOD TALKERS VS. GOOD LISTENERS

Enthusiasm is a wonderful sales force. After you are well started in your interview, you may do well to become enthusiastic — but make sure that your prospect's enthusiasm keeps pace with your own. If you get enthusiastic, your prospect will probably also get enthusiastic, so you may well take the lead — but don't get too far ahead of him. Also, if your prospect becomes enthusiastic on some point, let him do some of the talking. You can get a long way in this world by being a good listener.

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It is possible to prove your case too well. By turning your interview into a monologue, if you have planned it well, you can button up every single point until there is only one thing your prospect can do — give you the job you want. But if you do this, you are likely to find that your prospect will refuse to do what you want him to do. In other words, you can oversell as well as undersell. Let your prospect find out some things for himself. Don't try to force conclusions down his throat. He is not going to retire from business when you enter it and will want to have something to say about his own affairs after you join him. Let him row the boat once in a while for a few minutes while you steer.

REGAINING LOST ATTENTION

Once in a while, if you let the prospect get started on some subject which is particularly interesting to him, you may have a hard time to get him back onto the subject you came to discuss. If you have plenty

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of time and you know that he has plenty of time, all you need to do is to let him wear himself out. But if time is short, you must check him and get him back to the main subject. There are a number of ways you can do this. One simple way is by looking at your watch or the clock in such a way that he will take the hint and give you a chance to talk or regain control of the interview. Another way is to carry a number of reference letters or some information regarding your past work which you can pull out of your pocket to show him. In a pinch, a newspaper in which you have noted two or three items may be used. Simply turn the subject to something in which he is less interested than in the one he is running away with, and from your new subject work back to the one in which you are interested.

Sometimes you will lose a prospect's attention while you are talking and he is listening. In a case of this sort you can usually regain his attention by asking a question which requires an answer. Any

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question regarding troubles or difficulties he may have had is likely to produce the desired effect. If it does not, get up and take a turn or two up and down the office, shift the position of your chair, or even knock something onto the floor. Sometimes a funny story will have the desired effect. All you need to do is to jar him slightly, not too much.

PUTTING TEETH IN YOUR ARGUMENT

An interview in which you are trying to make a sale is a good deal like a football game in that it is usually good business to try a few line plunges and end runs before starting a series of forward passes. Tricks and stunts are valuable in selling as they are in football, but as a rule they should be saved until the latter part of the game and used only if the score seems to be going against you. In a football game, if the score is 7 to 6 against you and you have five minutes to play, it is good business to try all the good tricks you can think of; you

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have nothing to lose and some one of the tricks may win the game for you. The same principle holds true in selling. If courtesy, good points of contact, and an intelligent presentation won't get you the job, try something else.

Some people are too smooth — they never seem to grip the people they talk to. If you find yourself in this class temporarily, think of your mind as one cog wheel and your prospect's as another. Let the gears mesh so that when your mind turns his will turn also. In other words, put some teeth in your argument.

You can do this in a number of ways. One way is to pretend to get angry. Anger always makes a man sit up and take notice. If you try this trick, don't stay angry for more than a minute or two. Calm down quickly. Another way is to ask a question which requires an answer — not some ordinary question, but something out of the ordinary. Almost anything which is sure to grip your prospect's attention will do.

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What you are trying to do is to startle your prospect, surprise him, wake him up, make him move faster. If you are talking about a job which is worth \$6000 a year, ask your prospect what you would have to do to earn \$10,000.

THE TRICK OF CLOSING A SALE

Many sales have been lost because the salesman did not know how to close. When your prospect has asked all the questions he wants to ask and has made up his mind what he wants to do — you still have quite a problem to get him to say the final word. But it is no problem at all if you will use this trick — get his decision ON A MINOR POINT which, when decided, carries with it the decision to hire you. As an example, when you feel that he is ready to close, say to him, "Would it be agreeable to you if I start work the first of next month?" If he says that it would, you have closed the sale without asking him for the job. It is *easy* for a prospect to decide whether or not it

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would be satisfactory to him to have you start on the first of the month or Tuesday morning or this afternoon. It is *hard* for him to decide whether or not you are the man he wants. Always get your decision on some minor point which carries with it the decision to hire you.

As soon as you have your decision, get out. Don't hurry, but get out. If you can think of anything to say or do which will make your prospect feel glad that he has hired you, say it or do it. But don't prolong the interview after it is closed. If you stay too long, your prospect may change his mind.

VALUE OF SINCERITY AND SIMPLICITY

Many years ago a man was put in prison in Arizona. Before he went to prison he had never taken much interest in business. According to his own statements he had been a sort of a floater. But in prison he developed a remarkable ability to sell goods by mail. In the course of a few years he

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wrote a large number of sales letters and articles on business correspondence for magazines.

One day a man wrote to him and asked if he (the expert) could not tell him (the inquirer) how to write letters that would sell things. The man who wanted the information said that he had bought and studied all the books he could find on how to write good letters, but still could not make them sell goods. The prisoner wrote back, as I have told you once before, "Get into the envelope and seal the flap."

This advice is good. It simply means that you should put your whole heart and soul into whatever you do. If you believe a thing, if you are sincere and can express yourself in clear, simple language, you will get what you want. Most business men can tell when a man is sincere. Sincerity alone will help you more to dominate an interview than all the other things in this chapter put together. Say what you mean and mean what you say. Look your prospect in the

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eye when you talk to him. Don't stare at him, but look him in the eye and give him a chance to look into your eyes. Sincerity is a wonderful sales force.

CHAPTER XII

HOW TO COMPLETE AN APPLICATION

WHATEVER IS WORTH DOING AT ALL —

WHEN an employer asks you to complete and return an application blank, it usually means that you have made a favorable first impression and that he wishes to get the information you have given him in such shape that he can consider it carefully and check up your statements. Thus a request to complete an application is really an opportunity. Many people, judging from the kind of applications they submit, don't appreciate this. In completing an application keep in mind constantly the old adage that whatever is worth doing at all is worth doing well.

FOOLISH QUESTIONS

On most application blanks you will find questions which you think the employer

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would naturally wish to ask — and usually several others. Some of these questions may seem foolish to you, because you will not be able to understand why the employer asks them. If you find questions which you don't understand on a blank, you will make a serious mistake to slight them or ignore them completely. The employer has put them there for a reason. You won't know what the reason is, but as a rule it will have something to do with a pet idea in his mind. Sometimes, however, these questions which you think are foolish are not foolish, but simple and necessary. As an example, on the blank which I use in my business there is a question, "What kind of a job do you *not* want?" This question is asked because many men find it hard to tell exactly what position they desire. The information about the kind of a job or work a man doesn't wish helps the company to index and file a man's application.

On our blank, too, we have a question, "Do you gamble?" Most people think that

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we ask this because we have some prejudice against gamblers. This is the kind of erroneous judgment an applicant is likely to make in considering questions which he does not understand. The reason why we ask this question is because some jobs require men who have the gambling instinct fairly well developed, while other jobs are suited to men who have no development of the gambling instinct. We need this information to tell whether or not a man is the right type for a job under consideration.

By studying your answers to the questions on an application blank, your prospective employer will size you up. Questions which you consider foolish are likely to be particularly important. An employer may throw in one or two questions which he considers foolish simply to determine how you will handle them. This is not likely to happen often, however, so you must give your best attention to foolish questions. Don't ever include under the heading of foolish questions those asking whether or

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not you are saving money, own your home, carry life insurance, or enjoy happy married life. No employer considers these foolish.

CHRONOLOGICAL RECORD OF POSITIONS HELD

One of the most important parts of any application blank is the one which has to do with the record of positions you have held. There are many employers in the United States who will not hire a man unless they can check up his life-history and know where he has been every day. If you are completing an application blank which asks for a chronological record of all the positions which you have held, give the employer exactly what he is asking for. Give exact dates whenever possible. An employer is very likely to try to get a line on your accuracy and veracity by asking your former employers to confirm the information you have given him. Don't guess at dates when you started in or left various

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positions. If you don't know the exact dates, do the best you can on your blank and add a footnote that you have not the exact information desired, but will secure it and forward it as soon as possible.

Don't try to cover up anything in your chronological record of positions held. If there is anything there which doesn't look good, put it down in black and white and explain it as best you can. Failure to do this is almost sure to cost you the job you want. Don't think that it is easy to fool employers. It is easy to fool some employers, but it is very hard to fool the credit associations and the various companies which employers use in checking up employees. The chances are that your whole life-history is on file in several of these companies. Stick to the facts.

REFERENCES

References are peculiar things. Some employers consider that reference letters are of no value whatever. Other employers de-

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pend upon them wholly in selecting men. Neither of these classes of employers is exactly right. If a man comes to me with a letter addressed, "To whom it may concern," I always read it and see what I can get out of it, but I don't by any means accept the statements made in the letter at their face value. The chief value to an employer of letters of this sort lies not in what is written in them, but in what is left unsaid.

In checking up a letter of this sort I take a list of the qualifications I desire in an applicant and check against this list the points covered in the reference letter. If an employer says that a man is an excellent salesman and finds it easy to get people's confidence, I try to find out among other things whether or not he is honest, superficial, and is a hard worker.

Once in a while an employer will lie in a reference letter. This doesn't happen very often, however. The things left unsaid are very important. Wise employers carefully investigate them.

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If a man applying to me for a position gives as a reference some one I know very well, and this executive tells me that the man is all right, I don't bother to investigate much further except to find out how long the reference has known him and what his connection with the applicant has been. Reference letters coming from people unknown to me may or may not be of value. If a man gives five references, all of whom are lawyers, doctors, ministers, or school-teachers, that is, professional men, I usually put him down immediately as a lightweight. Business men do not consider letters from professional men as worth much consideration. Professional men are often not good business men. Business men have not much confidence in their judgment.

If I were making a particularly difficult or important investigation, I should get seven or eight references from the applicant and then investigate the references themselves as I received their letters. I should proceed on the theory that "birds of a

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feather flock together." If the references themselves were people of no importance, or men who indulged in questionable business deals, I should throw the application out without a moment's further consideration.

Many applicants for positions make a mistake in giving as references the names of men who knew them or their families a long time ago. The best references are the ones who have been recently in close touch with a man's work. This means that your employers, business superiors, and business associates during the past three years are your best references. Business men to-day are not very much interested in who your father was. A letter from a reference saying that your father was a fine man and that so far as he knows you are all right means nothing to a prospective employer. The men you knew five, ten, or fifteen years ago are in most cases worthless as references.

FACTS TO DRIVE HOME

In completing an application there are

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certain points which you should try to drive home to the employer. You can do this by answering the questions pertaining to these points if they are asked, or by volunteering information on these points if it is not requested. Among such points which you should be sure to get across to the prospective employer are the facts that you are reading trade papers, studying your business outside of business hours, saving money regularly, and leading a happy home life. If you own your home, you should be sure to emphasize this point. Also if you are a member of a church or attend church regularly, you will do well to include a statement to this effect with your application. Some employers may consider it of no importance, but if your prospective employer is a man who himself attends church regularly, he will regard this as an important point.

PHOTOGRAPH

If an employer asks you to send a photo-

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graph with your application, do so. Under no circumstances should you tell him that you haven't any and therefore cannot send one. If you have no good photograph of yourself taken within the last year, get one. If the employer says send a photograph 4 by 6 inches in size, send exactly that size. If he doesn't designate the size of the photograph, send a medium-sized one. Don't send a picture which is so small that he can't see it nor one so large that he will have to order a special cabinet to keep it in. Don't send an old photograph nor one which doesn't do you justice. Have it as good-looking as possible. If you are going to have a picture taken to send with an application, get a front view. Look at the camera when the picture is taken so that when the employer looks at the photograph you will be looking him in the eyes. You should not have a photograph taken which shows you reading a book or in any dreamy attitude. You wish to create in the mind of the employer that you are alert, frank,

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sincere, and able to hold your own in the business world.

I doubt if you can overestimate the importance of a photograph. A good photograph doubles the value of an application because it helps the employer to remember you after he has talked with a large number of people, and to recall quickly any conversations he has had with you, or letters received from you.

NEATNESS

First impressions, as you know, count for a great deal in business. The first impression an employer gets from an application has to do with neatness. If the appearance of the application is good as he picks it up or takes it from an envelope, he is immediately favorably disposed. If two applications come to my desk, and, upon glancing at them, I see that one is neat and the other is slovenly, I always read the neat one first. Very few employers will seriously consider applications which are hard to read or

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slovenly. This means that unless an employer specifically states that an application should be completed with a pen, it should always be typewritten. Typewriting is much easier to read than handwriting. Don't forget, however, that typewriting as well as handwriting may be slovenly. If you use a typewriter, clean it before you start to write. If you strike a wrong key, don't strike over the wrong letter printed on the paper. Erase it neatly and put the proper letter in its place. Fastidious employers will not stand for strike-overs.

ACCURACY

In the section of this chapter in which we discussed your chronological record of positions held, I emphasized to some degree the importance of accuracy. Things which you put on paper are likely to be in existence for a long time. You must be accurate in completing an application. If you are asked to give dates or salaries, you must give exactly the information the employer de-

HOW TO COMPLETE AN APPLICATION

sires. It is not enough to say that you started on the job in 1918 and continued in it for two years. An employer might reason that perhaps you were in jail the first eleven months in 1918 and started on your job the last day of December. If you drew a salary of \$80 a week, don't put your salary down as \$4200 a year. Give the exact amount.

I have never been able to find any excuse for misspelled words in an application blank. If you wish to use a word and are not sure whether or not you know how to spell it, look it up in the dictionary. Misspelled words create a very bad impression. The employer who finds several misspelled words in an application blank will usually reason that the writer is not observant or careful of details. Never forget in completing an application that every statement you make may be checked up in numerous ways by your prospective employer. Tell the truth, the whole truth, and nothing but the truth!

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CLEARNESS AND COMPLETENESS

Clearness and completeness are as important in an application as in a letter or an advertisement. It is not enough to tell an employer something which he may understand. You must make your application so clear and complete that he cannot possibly misunderstand you. This does not mean that you should be verbose. Don't use two words or ten words to express something which can be as well expressed in one word. Use enough words so that the employer will be sure to understand you.

As an example of what I mean, many Protestants tend, in completing application blanks asking for their religion, to write "Christian." A Christian may mean one of several things. The man who writes it may mean that he is not a Mohammedan or a Buddhist, or he may mean that he is a member of the Christian Church.

If you cannot answer a question properly in the space given on the application blank,

HOW TO COMPLETE AN APPLICATION

write what you can in the space given and then put in parenthesis the phrase, "See note." If you have several notes, you may number them. Then in the space given for remarks answer the questions fully. If there is no place on the blank for remarks, supplement your application with a separate statement. Be sure that such a statement is clear and logical.

INITIATIVE

Sometimes an employer will deliberately leave out of an application blank several questions in which he is very much interested. His reason for doing this is simply to test your initiative and to find out whether or not you have any ability to think for yourself. In a case of this sort, if you simply answer the questions asked in the application, you will probably not get the job you are after. By doing this you show that you lack common sense, judgment, resourcefulness, and initiative. These qualifications are all very important in

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business. If you have them, show it when you complete your application blank by giving information not asked for but important to the employer. Never leave important points covered in interviews to the memory of your prospects. Confirm all important conversations in writing.

If you are sending a supplementary statement with an application, be sure that this statement is arranged like a report. Caption the different paragraphs. Be sure that the captions stand out prominently so that the employer can find out anything he desires without reading the whole report. Be sure that your supplementary statement is well arranged typographically and neatly typed.

CHAPTER XIII

TIPS FOR THE RECENT GRADUATE

EIGHT years ago this month, after having spent four years in college, I started out to get a job. I didn't know what I wanted to do, and I didn't know any one who seemed competent to advise me. Never shall I forget those days when I was looking for a job and trying to get a toe-hold after I found one. I felt like a marble sliding around and around in circles on a polished surface unable to stop or to control my destiny in the slightest degree.

Eight years seems a long time when you look forward, but a short time when you look back. I know how you feel now and how you are going to feel for the next few years. I know your problems because I have met them face to face. I know what it means to fight the long, hard fight and to go on day after day, week after week, month after

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month, fighting, fighting, fighting when you can't see where you are going. I know what it means to lose everything but your faith in yourself and God — and keep on fighting. And, if I may be pardoned for saying so, I know what it means to win in a small way — not only to win, but to win fairly, able, when the fight is over, to look every man in the eye and tell him to go to the devil.

In this chapter I shall talk chiefly to college men and women, but what I have to say will also apply to all other graduates. If you have had a preparatory or high school or business college education, it will take you a little longer to win than it will if you have had a college education, because you will be younger and without the mental training which one gets in college. But you can win.

Before we go any farther, I want to ask you graduates if you have ever thought that you owe anything to your alma mater or community or state? Is your life your own to do with as you please? Is your success or

TIPS FOR THE RECENT GRADUATE

failure in business a purely personal matter? The answer to both these questions is "No." From the first day you started in kindergarten, thousands of people have been taxed to pay for your education. Every property-owner in your city has been forced to contribute to your education, and every common laborer has paid at least a poll-tax to help you get into a position where you could contribute something to the advancement of civilization. Your parents have spent thousands of dollars and countless hours to prepare you for the fight you are now facing. Every graduate of your college has sacrificed something to make you what you are to-day.

The question you are going to answer in the next few years is whether the time and money which have been spent on you were well invested or might better have been spent on public amusements. The answer which time will hand to the people who have put their faith in you will be determined by your decision now and your per-

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sistence in sticking to it in the next five years. You know what people think of quitters. Do you dare to quit?

PLAN FOR TEN YEARS HENCE

Most of you men who read this will think of business success in terms of dollars. This is not a bad idea. Some of you will determine that you will make a million dollars and use this money to help other people; others will think that they will be satisfied if they can earn \$10,000 a year and have happy families; and still others will feel that if they can make \$3000 a year in work they like, which has a real value to their communities, they will be satisfied.

Regardless of what your ambition may be, your course for the first few years will be identical with that of all the other men and women in your graduating class. You must look ahead ten years, determine where you want to be at the end of that time, and make every step you take bring you one step nearer that point. Don't think of the

WILLIAM L. FLETCHER, Inc.
BUSINESS TRAINING AND EMPLOYMENT SERVICE
80 BOWLTON STREET
BOSTON, MASSACHUSETTS

April 29, 1931

Mr. Hamilton Jenney, President
Appleton Jenney & Company
Bridgeport, Connecticut

Subject: College Men for your Business

My dear Sir:

During the past few months most corporations, because of business conditions, have released a large number of people. Business is now starting to pick up. In a few weeks the colleges will turn out a large number of able young men. Why not replace some of the men released with young college men?

The year 1921 will reward fighters. The men coming out of college are all fighters. They have never been licked -- they don't know what it means to be licked. They are optimistic, in wonderful health, and willing to work twenty-four hours a day, if necessary. They can be hired at from \$25 to \$30 a week at the start. You can train them to think your way. Most of them have been in the army and they know what discipline means.

Many of these men have exceptional ability. In a year or two they will be more valuable to you than any other class of men you can hire.

In our work we have acted for more than one hundred of the best corporations in the United States in locating and investigating high grade men. Eighty-five percent of the men placed by us are today with the companies where we placed them and practically all of them have had increases in salary during the past few months. We work for corporations, not men, and charge the corporation for our service. We guarantee that every man placed will make good.

Picking the right kind of men from the colleges is a hard, expensive job for any employer. It is easy for us. We can help you to get your work done cheaply and well, and at the same time develop some real executives for your business.

Why not sign and mail the enclosed card asking for full information now?

Faithfully yours,

Wm. L. Fletcher

President

(P.S. If you are a college man, why not indicate a preference for men from your own college when you give us your order? Would this not help the college?

The letter on this page was sent by a corporation to get jobs for college men who were applying for positions. Study it for ideas which you can use to advantage in your own letters.

Note particularly the element of timeliness. Compare this letter with the other letters given in this book to see which of the points it contains are also present in other letters. Points such as the capacity for hard work are always good ones to play up in letters.

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present any more than you have to — keep your eye on the future.

THE FIRST TWO YEARS

The question of what kind of business you engage in for the next two years is not important. You must find yourself. Doing this may involve some changes. You don't want to get into any corporation, however, which is going to break your heart by painting beautiful pictures of what you are going to be in a short time if you come with them and make good, and throwing you down after you have devoted three or four years of your life to making money for them. Unfortunately, some corporations don't play fair. The way to avoid an experience of this kind is to disregard entirely whatever a corporation tells you about your future if you come with them. Your success is going to depend upon you and you only. If you make good, you can get all the money you are worth from them or some one else.

Your first two years in business will be a

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period of struggle. You will meet with many discouragements. When you suggest a new idea or an improved method, you are likely to meet ridicule. Some one is sure to say that it can't be done. If you get a promotion, you will probably find that the other people who started when you did and have not advanced are jealous. You will learn from sad experience that gratitude is almost an unknown quality in business. At times you will feel that every one in the world is trying to hold you back and keep you from realizing your ambition.

During these periods of darkness you must continue to go forward even though you cannot see where you are going. You will certainly become discouraged at times, but you must not stop. I appreciate that the ability to do this is an attribute of a great man and that you think of yourself as a very ordinary individual. You will be a great man if you can do this; if you can't do it, you will fail. There is really no middle ground between failure and success. During

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these periods, if you keep fighting, the fact that you are doing something which most people cannot do will help you to generate faith and courage. Only by fighting when nothing seems worth while, and never for an instant admitting defeat, can you develop the self-confidence necessary for a big success. You must give everything that's in you.

When I say that you must fight continually, I don't mean that you must fight with your employer or your associates. Fights of this sort will hurt you almost as much as anything I can think of. You must fight to get ahead — struggle continuously — but avoid friction with your employer and fellow employees. Young men and women are naturally impatient. You will probably expect to get ahead too fast. This is natural, but you must overcome this tendency to be impatient. Try to develop tact. Look this word up in a dictionary so that you will understand just what it means. Study the strategy of business. Think out

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ways to get people to want to do the things you wish them to do. Study psychology. Study your employer and business associates. Find out the motives which dominate their lives — then appeal to these motives. Remember that business is like a football game — you win by making a few yards at a time.

During your first two years in business there is one thing you can do all the time regardless of whether you seem to be succeeding or failing in business — and that is *study*. There is nothing finite about education. It is a never-ending process. The graduation exercises of a college are properly called *commencement*. You will develop business ability only by studying, practicing, and having your work criticized by a competent authority. In business you must study continuously.

If you talk to some of your friends who have been in business many years about this idea of studying, they may tell you that there is nothing in it. Don't believe this for

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a moment. When the preceding generation started in business it was not possible for any one to study business. There were no business schools such as we have to-day. Correspondence schools, business books, and trade papers as we have them now are a recent development. Times have changed since your father was a boy. The methods which men of his generation used to succeed in business will not work to-day. This is an age of young men. During the war this fact was driven home to many men with tremendous force. The war was won by young men. In case after case, young men were able to accomplish things after older men had tried and failed. Don't let any one tell you that you must be forty-five or fifty or fifty-five years old before you can expect to amount to anything in business. If you are not well started *before you are thirty*, you will probably fail.

The only way you can hope to accomplish anything before you are thirty is by studying hard. The first thing you must study is

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your job. If you are a bookkeeper or accountant, study this branch of business. If you are a salesman, study salesmanship and sales management. If you are in the credit department of some business, study credits. Regardless of what you may be doing, you can find evening schools or correspondence schools which will help you.

In addition to taking some one or more courses in business, you must also read the trade papers and magazines such as the "American" and "Forbes." Trade papers are very important. You must know what is going on in your line of business. If you can't afford to subscribe to these magazines, get them from your library.

Association with other and older men in your business field will also help you to make good in business. In all the large cities you will find associations which are studying problems in particular business fields. Join these associations or clubs and attend their meetings. Make as many friends among the people you meet there as

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possible. Don't be backward about asking people to help you. One of the best ways to get on the right side of a man is to ask him to do something for you. If you do this in the right way, you will find that most men like to help young people and that your requests for help flatter them.

The habits which you form in the next two years will probably be your habits for life. For this reason they are very important. One of the best habits you can form is the habit of saving money regularly. It doesn't make very much difference whether you save a dollar a week or ten dollars a week at first—it's the habit which counts. To save money you must keep your expenses down. This is a good thing to do. Watch your personal expenses carefully. If you have an expense account from your company, watch that carefully. Every employer is in business to make money. Show your employer that you understand this fact. No employer is likely to give you a job running his business until

18 Cedar Hill Street, Medford, Mass.
February 1, 1921

Mr. S. D. Willard, Personnel Manager
Empire Motor Truck Company
Worcester, Massachusetts

My dear Sir:

Motor truck transportation, especially in the rural and interurban field, is growing by leaps and bounds. It needs men who have a vision of the future and who are fitted by training and inclination to apply the principles of economics and science to the development of that vision.

Should not a man

- who is college trained;
- who made a special study of rural motor truck transportation as part of his college work;
- who was so enthusiastic over the possibilities of motor transportation that he interested the faculty of his college to introduce regular instruction in the subject;
- who realizes that a college training is only theoretical and
- who is willing to get into overalls and learn the actual facts of motor truck operation,

would not such a man be of value in your organization?

If such is the case, I wish you would consider my application for a position in your research department.

I am enclosing a list of my qualifications and an addressed envelope for your reply.

Yours very truly,

Charles E. Pratt
Charles E. Pratt

This letter was written by a man who had just graduated from college and had had no business experience. It is a very good letter for a recent graduate and pulled very satisfactorily. The points which this man brings out in the second paragraph of his letter are strong ones. Can you use some of them to advantage in your letters?

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you show that you can manage your own affairs properly. The most important thing in the world to you is you. If you can't look out for yourself, you certainly can't run a business. When you save money, make it work for you. Don't speculate or try any short cuts. The safety of your principal is more important than the rate of interest you receive. But get the highest return you can with a good degree of safety. The best investment house in your city will help you to invest an amount as small as one hundred dollars properly, if you approach it the right way. Make friends among the reputable bankers.

Some college men make the mistake, after they leave college and start in business, of continually thinking and talking of college days. No one likes a man who is not loyal to his alma mater — but the things you can do for your college during the first five years you are out are insignificant when compared with what you can do twenty-five years after you graduate if you make

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good in business. College friends are an asset.

It is all right to do some work for your college or fraternity. But if you will study the lives of college men who are making good, you will find that once they got started in business they put about ninety-nine per cent of their waking hours on business. Look forward and not back. Keep your mouth shut. Only by doing these things will you be able to do anything worth while for yourself or your college.

ATTRACTING ATTENTION OF BUSINESS LEADERS

After you have been doing good work in business for some time you will naturally feel that some recognition is due you. You will be right — but you probably won't get it. Doing enough to win recognition will never get it — you will have to do ten times that amount before you will be noticed.

If you are working for a large corporation, getting the attention and interest of the

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officers of your company may be one of your difficult problems.

One of the best ways to attract attention is to ask for help — tell your superior that you wish to study to get ahead in business and make yourself more valuable to him and ask him how to do it. Another way is to offer suggestions or ask if certain things could not be done to increase efficiency.

Outside your own company, and possibly even within your own organization, you can get attention by writing articles for trade papers, engaging in the discussions at association meetings, and addressing the members of these meetings if you can get an invitation to do so. All of the magazines dealing with problems in advertising, selling, employment management, accounting, and credits will publish articles of interest to your industry. By studying these articles and applying their principles to your business, you should be able to write really worthwhile articles for the trade papers in your own business. Remember, however, that

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poor articles will pull you down as much as good ones will push you up.

THE SECOND TWO YEARS

If you will do in business the things I have told you to do in this chapter, the end of your second year will find you in a minor executive position. Your next problem will be how to break over the line into a real executive job. This is a problem which you will have to work out for yourself. There are no rules to guide you.

Generally speaking, your second two years in business will be a broadening period. You will arrive at an appreciation of the importance of sound ideas. You will see that many of the things you tried to do when you first started in business were unsound. You will see that one big difference between a big man and a small one is the ability to think logically. You will appreciate the importance of balance and will try to test your ideas before advancing them to your superiors. You will also try

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to get the habit of looking at things from the viewpoint of the president rather than a department manager. You will probably overcome the habit of talking loosely and learn to keep your mouth shut when you haven't anything worth while to say.

Studying will be just as important during your second two years in business as it is in the first two years. But you will naturally progress. When you start in business you will be obliged to study your job — learn all you can about it. After you have mastered it, you must study how your department of business works with other departments and just where your business fits into the scheme of things as a whole. As I see it, this means that you must have the Alexander Hamilton Institute Course or its equivalent.

In 1913 and 1914 I recommended the Alexander Hamilton Course to a number of my friends. They all subscribed but one. A few weeks ago the Institute asked me if I would check up the men who took the course and write them what they were doing.

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When I did this, I was astonished to find that, as nearly as I could learn, the men who had taken the course now have an average earning capacity of about \$10,000 a year. One or two are earning a great deal more than this.

Last week I had luncheon with the man who did not subscribe. He has just started a new business out of which he is now drawing \$50 a week. He tells me that he has given up his old idea of making a million and will be satisfied with \$10,000 to \$15,000 a year. He also tells me that his old business associate, one of the men who took the Institute course in 1914, is now earning from \$300 to \$500 a week, and, in another year, will have the biggest and best business of its kind in the country. Why study?

WHEN TO TAKE A CHANCE

When I started in business eight years ago, I worked out a theory of getting ahead which seems to be sound. In business, you get ahead by doing one of two things—

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playing safe or gambling. One man wins success by playing the game in the old way — doing what he is told to do as best he can and relying upon his superiors to push him ahead. Another wins success by gambling — constantly taking chances — never depending on any one but himself for anything.

After studying both methods it seemed to me that a combination of these two theories would be better than either alone. Why could I not “play safe” for the first few years, learn some one business or branch of a business thoroughly, get the confidence of the people in this business, and then — after making sure that I could get a job at any time with a salary large enough to live on — gamble. In this way I should be gambling, yet playing safe. If I gambled and lost, I could not fall to the bottom of the business ladder, but only to the rung I was on when I started to speculate. So far as I can see this theory is sound — it has certainly worked well with me.

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Speaking of gambling, it seems to me that there has been too much gambling in business in the past — too much guesswork when by a little hard work and study the speculative element could have been eliminated. I do not advise men to gamble in business. I think that if you will work hard enough and study hard enough you can achieve your ambition without taking many chances. If you are going to start in business for yourself, don't go ahead on what you *think* is going to happen — get the facts. Don't assume that you will get Mr. Jones's business or that Tom Smith will back you financially if you get in a hole. Button the whole proposition up before you start. Get all the factors within your control. If you can't do this, don't start. And above all things, if you have a family, keep a little money back for an emergency. Give it to your wife or put it somewhere where you can't easily get at it. Let it stay there until you are hungry and must have it to buy food.

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You may write it on your heart now that what you get out of business will depend on what you put into it. What you are plus what you know equals destiny. You will meet many obstacles. People do many foolish things. Many times you will find that the people you are trying to help will not let you help them or yourself. Don't waste any time "cussing them out." Study how to get around them and get them to do what you wish. Simply being big enough for your job will never bring success. You must build yourself as an engineer builds a bridge or a ship or a building — with a good big factor of safety. If you can develop yourself to the point where you are ten times as good as you need to be to win, you will succeed because you will be so good that nothing can hold you back; if you can't, you will probably fail.

HOW TO GET YOUR FIRST JOB

Some of the men who read this will wonder why, in a chapter of this sort, I don't

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give rules for getting jobs. The reason why I don't do this is because you don't need any rules or anything else — if you have the right mental attitude. All you need to get started in business is one foot inside the door — just one chance to show what you can do. You can get this easily. If you go hunting for a corporation, however, which can offer you the hundred and one things you have thought you must have to make good in business, you are going to have a hard time. No corporation can guarantee you a future. The company has no way of telling what business conditions are going to be, what developments or reductions they will make in the next few years, or how valuable you are going to make yourself.

In the chapter on "Locating Prospects," I gave you a list of sources of prospects. Go over this list carefully. Get in touch with your friends. Find out if some of them who have secured positions or are going into business with their parents can help you get

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started. If they can't, read the classified advertisements in the newspapers. Try to get in with a live corporation. It makes no difference at the start whether you are driving a truck, sweeping floors, digging ditches, or playing office boy. It is what you do after you get the job and how you do it that counts.

If you can't find what you want in the newspapers, write an advertisement of your own and run it in the classified columns. Get in touch with the employment agencies. If these sources fail, try a direct mail campaign. You will find that the chapters in this book dealing with advertisements and direct mail campaigns will tell you what to do and how to do it. Study the sample letters and advertisements.

One thing may puzzle you slightly — you won't have much to talk about when you write letters or advertisements or talk to prospective employers. The self-analysis charts in this book won't help you as much as they will men who have been in business for some time. You must go back over the

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last few years of your life to see what you have done that you can talk about. Have you had summer jobs? Have you excelled in athletics, scholarship, debating, or something else? Have you held class offices? Have you been prominent socially? Have you had any training in a cadet corps which, theoretically, at least, should have taught you the importance of discipline? Have you managed teams of any sort or musical clubs or dramatic clubs? Have you been unusually regular in attendance?

You may find it a little hard to dig out the information you want. At first glance, it may even seem that you have nothing to talk about. A little thought on the subject, however, will show you that you really have plenty of material. Old scrap-books will help you to dig it out. When you find it, use it as best you can. If you don't find much, don't let it bother you. Start something; get one foot inside the door; work and study; stick to it; and your future will take care of itself.

CHAPTER XIV

THE PROBLEM OF THE MAN OVER FORTY-FIVE

THREE PROBLEMS OF MEN OVER FORTY-FIVE

THE period of a man's life between the ages of forty-five and fifty-five should be one in which, if any business changes of importance are to be made, his services should be sought by employers. Sometimes, however, a man over forty-five, for one reason or another, finds himself in need of a job. At such a time his problem, if not handled carefully, is likely to prove a serious one.

In this chapter we shall divide the problems of a man over forty-five into three groups :

- 1) The problems of big executives ; that is, men whose average earnings over a period of years have been \$5000 or more.

THE MAN OVER FORTY-FIVE

- 2) The problems of executives who desire positions with salaries of \$2500 to \$5000.
- 3) The problems of men whose salaries for several years have been \$2500 or less.

The reason why we make this distinction is that the problems of the big executive are quite different from those of the man who has spent many years of his life in business without finding himself.

THE PROBLEM OF THE BIG EXECUTIVE

Many times a man will hold a responsible position for a number of years only to find himself, between the ages of forty-five and fifty-five, out of a job. Sometimes his change in work comes about as the result of changing policies on the part of the corporation with which he has been engaged. Sometimes the change is due to changed business conditions, and sometimes to any one of a number of other causes.

I am not considering among the miscel-

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laneous causes the question of ill-health. The man who is ill has a limited field. He will be able to get assistance from this chapter, but the ideas presented here are written for men who are in good physical condition.

To the man who has held a responsible position with one corporation for a long time, being out of a job after he is forty-five years of age usually comes as a surprise. These men *usually* find, after they review the situation carefully, that they have been in pretty deep ruts. They have taken a great many things for granted, have stopped studying, and sometimes have adopted an attitude which has not met with the favor of their subordinates. Not all big executives who change their positions after they are forty-five are in this class, but many of them are, and every big executive who reads this chapter will do well to analyze himself carefully and find out what mistakes, if any, he has made.

In Chapter III there is given a list of

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sources of prospects. This list will help the big executive who desires a position to locate prospects. In particular, he should carefully go over his scrap-books, files, and other records of his business life which are likely to suggest good prospects to him. His best prospects will naturally lie among his friends and business acquaintances. He will find that new corporations as they are organized will be worth following up, and that news items published in newspapers are good sources of prospects provided he has imagination.

If a careful follow-up of these sources of prospects does not secure the desired results, a direct mail campaign or an advertisement in newspapers and trade papers which reach big business men will be found worth while. All executives of this class should avoid "snappy" letters and advertisements. They will not pull. The big man's assets are dignity, experience, judgment, and balance.

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THE PROBLEM OF THE \$2500-\$3000 EXECUTIVE

In many ways the problem of the business man who has been moderately successful is the same as that of the man who has enjoyed a larger income. His efforts to secure a position should first be made among his friends and business acquaintances. He should keep in mind that most people like to help their friends if they are approached in the right way. Do not hesitate to ask your friends for favors. But don't ask the same man too many times, and don't ask your friends to do things which they may regard as trivial or hardly worth while. By failing to observe this rule, a man may easily become a "pest" even to his friends.

THE PROBLEM OF THE MAN WHO MUST "FIND HIMSELF"

Occasionally a man will reach the age of forty-five without having "found himself" in business. The man in this class must

THE MAN OVER FORTY-FIVE

frankly admit that he is facing a problem which will require careful, intelligent handling and hard work because his age will be considered against him by many of the people to whom he applies for a position.

We seem to be passing into an age of young men. Twenty-five years ago, when our means of transportation and communication had not been developed to the point it has now reached, and when our facilities for educating men in business were extremely crude, it was very difficult indeed for a man to hold an important position while he was very young. Many of the biggest business men in the United States to-day owe their success in a large degree to the fact that they were *well trained* by able *older* men who took an interest in them. The man who went to work for an employer who was not interested in his employees had to develop unusual ability and character to get ahead.

The point I am trying to drive home here is that twenty-five years ago it was not

176 Atherton Road, Jamestown,
June 7, 1921

Mr. James Prentice Winslow, President
The Citizens National Bank
Salem, Pennsylvania

My dear Sir:

As an officer of the Citizens National Bank it has occurred to me that you may know of some corporation in need of a man of my qualifications. Chief among these is the broad and successful experience I have had in putting new businesses on their feet and reorganizing older corporations which had deteriorated as a result of mismanagement or unavoidable business conditions.

I should not like to create the impression that I am a professional "business doctor". My experience during the past fifteen years, with the exception of thirteen months, has been with two corporations. I have stayed with each of these corporations a period of years and worked myself out of each position by so organizing the business that my services were no longer needed.

My business experience has brought me a good knowledge of sound business financing, modern sales methods and factory and office management. I understand how to hold expenses down and let a business develop under its own power. You have many loans today to corporations badly in need of men who can do the things I have been doing successfully for many years.

If I am able to secure now exactly the position I wish, I shall associate myself with a fairly good sized corporation and plan to stay there indefinitely. If such an opportunity does not present itself within a reasonable time I will consider a temporary position with a corporation in need of reorganization.

May I have an interview at your convenience to give you more detailed information?

Faithfully yours,

John Andrews
John Andrews.

This letter which was sent to one hundred officers of banks in a large city pulled very well. The executive who sent it is a capable executive who has an excellent record. The letters were all personally typed.

This letter is worth studying because it is quite different from the other letters given in this book. The tone of this letter is excellent. In a letter to bank executives, a seasoned executive must rely largely upon the tone of his letter and the quality of the stationery he uses for results.

This letter also shows how you can use a flank approach to get a position. At the time it was sent, the country was in the midst of a serious business depression. Many large corporations had loans from banks which they could not pay. The banks were watching such corporations carefully — in fact, many corporations were being run by bankers who had money tied up in them.

Bankers know a great deal about the corporations they lend money to. Corporation executives frequently go to bankers to get good men. Thus bankers are good people to approach for positions.

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possible for a man to succeed in business while he was still young. The reason why he could not succeed while young was that there were, at that time, no business schools, trade papers, and books such as we have to-day. About the only business education a man could get twenty-five years ago was that which was pounded into his head by his employer. In the old days a man wasn't expected to amount to much in business before he was forty-five — a long apprenticeship was necessary.

Recently this condition has changed. A man can now get from schools and books the education which he could formerly get only by word of mouth from employers. Young men are now in demand and old men are not.

Many men who have not found themselves at forty-five have gone through life thinking that they *must* reach forty-five before they *could* amount to anything.

The problem of the man over forty-five who still feels that he has to make good in business is very much like that of the young

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man just starting out. Such a man should read every chapter in this book with a pencil in his hand and mark the points which appeal to him as being important. Having done this he should make a careful, thorough study of his qualifications — find out just where he is strong and where he is weak. With the facts before him he will usually find it easy to plan his line of action.

I have personally met a number of men who have made fortunes in business after they were forty-five years of age. These men had ability which for some reason had not been recognized. Their success usually came about as a result of a new realization on their part of the fact that if they were to succeed at all they had no time to lose.

The trade papers contain much of interest to men over forty-five who are still looking forward. Business books are worth as much or more to them as they are to younger men. In particular, these men should form the library habit and be sure to read the business stories in such magazines as the "American"

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and the "Saturday Evening Post." It is often said that a man is as old as he feels. If you *believe* that you can realize your ambition, you will probably do it.

IMPORTANCE OF HEALTH

As a man grows older his health seems to become more and more important to him and to the people for whom he works. A business man over forty-five should have physical examinations at regular periods. He should eat and sleep regularly and be sure to take some *regular physical exercise*. By regular exercise, I don't mean the walking which a man does in the course of his business duties, but regular, systematic work in a gymnasium if possible under the direction of a competent physical instructor.

In all of our larger cities and in most of our smaller cities excellent gymnasiums are to be found. If a man cannot possibly get to a gymnasium at least three times a week, he can at least buy one of the good books on

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the market describing exercises which may be done at home and *do* these exercises faithfully as the book tells him to do. Walter Camp has written an interesting little book about a set of exercises which he calls his "Daily Dozen." I have never taken these exercises personally, but people who have taken them tell me that they are very good. A. G. Spalding & Bro. publish several books giving dumb-bell and Indian-club exercises.

The man over forty-five will do well, regardless of what his health may be, to avoid strenuous work. Exercises, to be effective, should be designed particularly to exercise the stomach and back muscles. Your arms and legs will usually look out for themselves if you will take care of your back and abdomen.

If you have neglected to take regular physical exercises for some time, you will be surprised at the change you will see in yourself within a couple of weeks after you start. The best time to start is to-day!

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CAPITALIZE YOUR AGE

In the chapter on "How to Answer Objections" men over forty-five should find some interesting and helpful information which will help them to meet the objections of employers who wish to hire only young men. In this chapter I told you that perhaps the best way to answer an objection is to admit that the prospect is right — and then prove that he is wrong. I also told you that whenever it is possible to do so you should *anticipate* an objection. By this I mean that you should answer the objection *before* it is actually made by the prospect. In the case of a man over forty-five, and particularly in the case of a man who desires a salary of \$5000 or *less*, I strongly suggest that this objection of age should not only be anticipated, but *capitalized*. By this I mean that, instead of trying to minimize the fact that you are no longer a mere boy, you should *use this fact as an argument* in trying to get a job. To do this successfully it will be

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necessary in the letters and advertisements you may write to state your age frankly and then emphasize the fact that you have had the experience which a man needs before he can be a valuable executive.

It is possible that, if you are answering an advertisement which calls particularly for a young man, it may not be good business for you to do this. In such a case, you may better leave all mention of your age out of your letter and take this matter up with your prospect when you meet him personally. Unless the prospect states in his advertisement that he desires a young man, however, you will probably do well to state your age frankly and then drive home the importance of the fact that you have had a broad experience.

I hope that I shall succeed here in driving home the importance of capitalizing your age without appearing to be self-conscious. It is possible to overdo anything. Your common sense will have to tell you where to draw the line. Don't fail to emphasize

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your experience, but if you are writing a letter containing five paragraphs don't devote more than two to the experience which you have had.

IMPORTANCE OF TONE IN LETTERS AND ADVERTISEMENTS

In our discussion of sales letters and advertisements in other parts of this book, I have not emphasized the importance of *tone* or *atmosphere* or *style*. These three terms mean more or less the same thing. The reason why I have not emphasized the importance of this important quality is that the majority of the people who read this book will not wish to make any particular study of this quality. It is very important, however, that the man over forty-five, when he writes a sales letter or an advertisement to get a job, should get exactly the right tone into his letter.

It is difficult to describe exactly what I mean, but I believe that if you will read the letter on page 302 you will understand

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exactly what I am trying to convey. The big executive who is writing a letter to get a position will make a serious mistake if he writes the same kind of letter that a man twenty-five or thirty years of age would write.

Employers do not desire in the qualities of chief executives the qualities which are highly desirable in young men. In young men an excess of enthusiasm is a good thing. In older men it shows a decided lack of balance.

It is questionable whether the executive over forty-five should "blow his own horn" very loudly in his letters and advertisements. Suggestion rather than argumentation is the force which should be used by men who are looking for really worth-while positions. Don't understand anything in this paragraph, however, to mean that your letter or advertisement should be vague. I notice a strong tendency in men over forty-five to try to create an impression by the use of long and flowery but meaningless sen-

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tences. Make your sentences short and your statements definite.

If it is possible to do so, you desire the prospective employer to whom you send a letter to think of you as a business equal. The only way you can get him to think of you in this way, if he doesn't know you personally, is through the use of exactly the right tone in your letter. This means that your letter must be dignified without being stilted. One thing you can do which will help you to get this quality into your letter is to write your letter to some man about your own age whom you know very well. Visualize your reader — talk to him. Show by the tone of your letter and the statements you put in it that you have judgment and balance. It will be better to go after a job which is a little larger than any one you have ever handled than to go after one which is too small.

STEPPING-STONE JOBS

The man over forty-five who has difficulty

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in securing a position will do well to consider the advisability of accepting what I call, for want of a better name, a "stepping-stone" job. By this I mean some position which will bring him in touch with employers who are in a position to use his services.

It is hard to give examples of such positions, but a position as manager or assistant manager of a well-known club which is frequented by big business men might prove to be a good stepping-stone job. A position as a manufacturer's agent selling commodities in large units to jobbers, wholesalers, retailers, or even other manufacturers, might also give a man the kind of opportunity he desires to sell his services. In getting into a stepping-stone position a man should be careful not to get into a position which is too small. It would be hard for an employer to think of hiring a man who is running an elevator as head of his accounting department. It might not be at all hard for an employer to think of hiring a sales-

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man for an adding-machine company as a department manager.

Stepping-stone jobs as a rule will involve some kind of selling; it is necessary for a man in accepting this kind of a position to meet a great many people. The more people he meets the greater are his chances of getting the job he wants. I don't believe that a job in a retail store would ordinarily be a good stepping-stone job, but a position as claim adjuster for an insurance company might prove satisfactory.

The approach to a prospect which a man has while he is holding a stepping-stone job is technically known as a "flank" approach. It is one of the best approaches one can possibly have. When you are using this approach, your prospect is not considering you for a position, but is meeting you as he meets people generally in his business. You have something of importance to say to him when you call upon him. This means that you will not be self-conscious. Also the employer will not be self-conscious. The pet theories

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which he takes out of the drawer and dusts off whenever he is about to hire a man will not operate in your case because the employer won't know that you are looking for a job. If you make a good impression on him, he is likely to feel that he will be making a very good business deal if he can take you out of your present employment and get you to work for him. The "flank" approach on prospects which you will be able to make if you accept a stepping-stone job is well worth careful consideration. Also the stepping-stone job may mean some income during a period when you would otherwise be living on past savings.

CHAPTER XV

TIPS FOR THE MAN IN THE SMALL TOWN

THE SMALL-TOWN RUT

THE problem of the man in the small town who is ambitious to succeed in business is usually the problem of the man in a rut. If you are in a rut, how are you going to get out of it?

The answer to this question depends upon the ambition of the man who asks it and the depth of the rut he is in. As a rule, the smaller the town, the deeper the rut.

It may be well to point out here that all people everywhere are in ruts. Don't think for a moment that when you get out of your present environment you will be out of the rut. You will always be in a rut as long as you live. Ruts are habits. Every one has habits. What you really mean, when you say that you want to get out of the rut, is that you want to get out of the rut you are in which does not seem to lead to the place

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you want to go. Your success in doing this will be in direct proportion to your ability to change your habits.

WHAT YOU ARE PLUS WHAT YOU KNOW

The first thing to do to get out of a rut, regardless of where you are or what you want to do eventually, is to analyze yourself. Chapter II in this book will help you to do this. Find out just where you are strong and where you are weak. Write all your strong points and all your weaknesses down on a piece of paper. In doing this you must be sure to write down also the things you like to do; that is, the things which interest you. Ask yourself if the things you like to do are the things you can do best. You will probably find that they are, but you may find that your natural aptitudes and your inclinations are not one and the same thing. If your aptitudes and inclinations are not one and the same thing, you should let your aptitudes, at least for a time, dominate the situation. Let your ability

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determine your vocation and your inclination your avocation or hobby.

When you have analyzed yourself, study Chapter I again carefully ; then go on to the sections in Chapter II under the headings starting with "Character plus Knowledge Equals Destiny," and continuing *through* "How to Correct Weaknesses." Your business success will depend upon your character and knowledge. The stronger your character and the greater your knowledge, the greater will be your success.

DEVELOP YOUR CHARACTER

I have already pointed out in the previous chapters, which I have just told you to read again, that character is the product of five ever-present influences — heredity, environment, health, will power, and habit. Character plays an important part in business. Before you try to increase your knowledge and later, when you are studying to develop ability, you must try to strengthen your character.

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In your efforts to do this, give your attention first to your health. It will play an important part in your success. Eat and sleep regularly and be sure to get some regular physical exercise. Even if you are engaged in outdoor work and think you are in good condition, you will do well to pay some attention to your health. You have a long, hard fight ahead of you and you will need excellent health and endurance.

The second point to consider in developing character is will power. Without a strong will you will never succeed. It might be a good thing for you to read a couple of good books dealing with the development of will power. There is not space enough here for me to tell you very much about your will. A good book on elementary psychology will help you here. Funk and Wagnalls, the publishers of the "Literary Digest" in New York, are selling a book called "Education of the Will," by Payot, which is well worth while. Another good book called "Power of Will" is sold by the Pelton Publishing Com-

WILLIAM L. FLETCHER, INC.
BUSINESS TRAINING AND EMPLOYMENT SERVICES
80 BOYLSTON STREET
BOSTON, MASSACHUSETTS

April 20, 1920

MR. C. P. RATHBUN, President
The U. S. Timber Corporation
Great Falls, Montana

My dear Sir:

We write at the request of a client who has a rather unusual proposition. This man desires to get in touch with a corporation or individuals who may be interested in one or more of the three following propositions:

1. To build a wood working plant or saw mill in northern New Hampshire which shall use hard woods.
2. To contract with such a plant for any simply hard wood product in constant demand.
3. To finance wholly or partly the building and operation of such a plant.

Our client has recently built and put into operation a plant manufacturing broom handles. The average wage paid to carpenters on construction work was \$4.84 a day. The average wage paid for labor to operate this mill during the trial period was \$3.80 a day. The owners of this plant, which cost \$45,000. to construct and required \$30,000. operating capital, put up only \$25,000. in cash -- the rest of the money was borrowed by our client on the company's notes. This was possible because of his standing in the community.

There is room for one or two more plants in this community which offers a number of distinct advantages; the labor supply is good -- no troubles of any sort; wages are comparatively low; standards of workmanship are high; railroad and shipping facilities are adequate and the supply of good hard woods extensive.

Our client is a college man who stands very well in his community and is favorably known throughout New England. He will consider erecting and managing a plant on a salary plus percentage of the profits basis for a manufacturer or capitalist or will undertake to organize and finance a company to manufacture any hard wood product in constant demand.

The excellent character and ability of our client and the unique advantages of the location make this an unusual proposition. If you are interested or know of anyone who might be interested, we shall appreciate it if you will communicate with us in the enclosed stamped envelope.

Faithfully yours,

Wm. L. Fletcher
President

The above letter is given to show how a complex proposition may be presented. It pulled replies from more than ninety per cent of the people to whom it was sent. The letter was multigraphed on high-grade stationery. This man lived in a small town.

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pany at Meriden, Connecticut. Your library may have these or other good books. If you can't get them at your library, write to the publishers whose names I have given above and ask them if they will send you the books mentioned on approval — you to pay for them or return them in good condition within ten days after you receive them. If you will write a neat, courteous letter and mention this book, they may be willing to do this. Don't do this, however, with the idea of reading the books and then sending them back. This is not fair and, furthermore, you can't get out of these books all the things you want in a few days' time. You should have them at hand all the time.

The third point to consider in developing character is habit. Now "habit" means a great deal more than your habits of getting up at a certain hour in the morning, eating at twelve o'clock or quarter-past one, and going to bed at exactly half-past ten. Under "habit" we shall include all your important habits such as Reliability, Self-Control,

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Ambition, and Cheerfulness. These are very important. If you are not reliable, you won't go very far in business regardless of your ability. Reliability is a habit — being reliable means getting the habit of doing things on time, always telling the truth, the whole truth, and nothing but the truth, and keeping all the promises you make. Your common sense will tell you what desirable habits you must develop. You can develop desirable habits simply by acting the part of the man you want to be until it becomes a habit.

HOW TO CHANGE YOUR ENVIRONMENT

If your environment has been retarding your progress and you now appreciate the importance of changing it, your first tendency will be to run away. This *may* be the best thing to do, but sometimes it will not be possible to run away. In such a case the only thing to do is to change your environment by introducing new factors into it. Even if you are so situated that you can

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change your environment at will, it is not always best to run away. I don't like the idea of running away from things. The tendency to quit is one which you must discourage. If your environment is unsatisfactory, you should seriously consider fighting it before you think of running away.

As an example of what I mean, suppose that you have been associating with people who take your time and give nothing in return. Possibly you have been in the habit of calling on friends socially or entertaining friends several nights a week. Something brings to your attention the importance of studying your work. But you can't get the time to do it. The demands upon your time are such that you have no time for study. In a situation like this you can do one of three things — run away, keep on as you have been doing, or gradually stop your friends from taking too much of your time. You can gradually cut down the time given to friends and make time to study by pleading previous engagements, declining invita-

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tions, being out when your friends call, or doing any one of a number of other simple things which your common sense will suggest. If you do what you want to do — that is, make time to study — you will be successfully *fighting* your environment.

It is better to change one's environment by fighting it than to run away. Sooner or later you will find some undesirable thing in your environment from which you can't run away. When this time comes, you will need training and experience in fighting environment. But it is much better to run away than to be whipped. Don't let your environment throw you down in discouragement and defeat. If you can't "lick it to a standstill," run away from it. It is good business to fight and run away provided you do it with the idea of winning the final victory.

Let us assume for a moment, now, that you are so situated that you can't run away from your environment. Suppose, for example, that you are living with an invalid

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mother who owns her home and must continue to live there. You can't run away. What are you to do in a case of this sort? The answer is that you must change your environment by introducing new factors into it.

There are many ways in which you can do this. They all have to do with the basic idea that contentment, happiness, enthusiasm, worry, and fear are conditions of the mind. The way to eliminate undesirable feelings is to fill your mind so full of desirable thoughts that there will be no room for anything else. *Books* will help you to do this.

IMPORTANCE OF BOOKS

If you live in a small city or town which has a good library, you will find in your library the books you need. Don't hesitate to tell the librarian *just what you want* and *ask for help* when you need it.

In speaking of books, you will understand, of course, that I mean books which will

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help you to develop character and get ahead in business. The solutions to many problems are contained in books, but we are thinking now only of things you can do to get out of a rut. In the bibliography at the back of this book you will find many helpful suggestions.

The smaller the community in which you live, the harder you will find it to get into the right ruts. In some small communities you may not be able to find any one who is in sympathy with your ambition, ideas, and ideals. In such a case you will find it hard to go forward alone — but you must go forward just the same. If your life is a failure the people who advise you never to do anything your grandfather didn't do will not take the blame. Remember this — listen to what people tell you — think about it — decide — and act. Let your own best judgment tell you what to do.

The best friends you can have, if you live in a small, unsympathetic community, are books. Through books you can associate with the brainiest men in the world. Your

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body may be in a small town — but your mind can live anywhere you wish it to and associate only with people you like.

HELP FOR THE MAN WHO IS STARTING FROM SCRATCH

To the man who has never read any business books and cannot reach a library, I will offer a few concrete suggestions which will help him to get started: (1) Read the bibliography in this book carefully. (2) Write to the list of publishers of business books and ask that you be sent information about new books published — get all the book catalogues you can from publishers. (3) Subscribe to the “American Magazine.” It is published by The Crowell Publishing Company, 381 Fourth Avenue, New York City. The price is \$2.50 a year. (4) Write to the Sheldon School, 920 North American Building, Chicago, Illinois, for information regarding its course in business. This course is good for the man who is really willing to study and work to get out of a rut. (5)

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Read the advertisements of correspondence schools and book publishers in the "American Magazine." These instructions are simple, but they will help you to get started. Don't buy everything you see advertised, even if you have the money — make haste slowly.

INCREASE BUSINESS KNOWLEDGE

At the beginning of this chapter I told you that, to get out of a rut, you must develop your character and increase your knowledge. If you will glance over the last two sections you will see that many of the things you do to develop character will also increase your business knowledge. In other words, it is impossible to separate these two development processes.

As you work to develop character there will be periods of weeks or months that you will not see that you are making any progress. During these periods you must try not to become discouraged. If you do get discouraged, continue as you are going even

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though the path may not be clear. Sooner or later you will be able to look back and see that you have really made worth-while progress during a period when you seemed to be standing still. As you go on, you will find that these periods during which you seem to make no progress will come less and less frequently, until finally you will be able to eliminate them altogether. The law of average is really the only thing that counts. Turtles are excellent finishers.

After you have covered the ground outlined in the preceding section, you will naturally wish to study the line of work in which you will eventually be engaged and possibly even to study some course such as the course of Modern Business of the Alexander Hamilton Institute, which will help you to understand how the departments of a business are coördinated. You will probably do well to defer taking up a course like that of the Alexander Hamilton Institute until you are engaged in what is to be your life-work.

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In studying to prepare yourself for work in any given vocation, you will find correspondence courses well worth while. Nearly all of the correspondence schools which advertise in the national magazines offer good courses and worth-while coöperation to their students. The International Correspondence School at Scranton, Pennsylvania, offers an unusually large number of courses. This school will send information about any course upon request.

OPPORTUNITIES IN YOUR OWN TOWN

If you will follow the suggestions outlined in this chapter for a year, at the end of that time, when you stop to look back, you will see that you have made tremendous progress. Your progress may be so great that you will be able at the end of a year to see opportunities in the community in which you are living. I have never known such a thing as a man holding a job which was too small for him. When a man comes to me and tells me that he is bigger than his job, I

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know that the trouble is with him. A man who feels that he is too big for his job may be too big for the job in some ways, but he is lacking in certain important qualities, among which are perception, resourcefulness, and initiative.

The big business man doesn't wait for opportunities to come to him, nor does he ever try to get a job exactly suited to his capabilities. Such a man studies the trend of events and puts himself in the path of progress. There are tides in business just as there are in oceans. The study of tides or trends in business is an interesting and important one. As an example of what I mean by tides, during the war many thousands of people who were living in farming communities and small towns migrated to the larger cities because of the high wages which were being paid there. This movement which continued for several years might well be called a tide. By studying it a keen business man could foresee certain results. The scarcity of farm labor, for example, would

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tend to make food prices go up because it would tend to make labor scarce. Under some local conditions it would tend to depreciate the value of real estate because it would lessen the demand.

The study of tides in business, as I have said, is an interesting and worth-while one. If you can grasp what I am trying to convey, you may be able as your knowledge increases to foresee certain things which will come about as a result of tides in human affairs. Every cause has its effect. Study causes to see if you can determine what the effects will be. Ask yourself if there is an expressed or unexpressed demand for certain kinds of industries in your community. If so, can you organize one of these industries, satisfy the demand, and make money?

OUT OF THE RUT

After you have worked for a year or two to develop your character and gain business knowledge which should help you to get started in what you believe will be your life-

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work, you will then face the trouble of how you are going to get your job. I assume, of course, that you have not been able to see any opportunities in the community in which you have been living.

I believe that the best prospects you will find for your services will be secured by getting in touch with authors of articles in business magazines and by asking the cooperation of the correspondence schools with which you have studied. Many of these schools maintain excellent employment departments. You will find them courteous, efficient, and anxious to help you. Your success in business means more business and more money for them.

When you read something by a man which strongly appeals to you, write to him and ask if he can help you to get the job you want. Tell him that all you ask is an opportunity to demonstrate your value to some business. Don't confine yourself to men whose profession is employment work; get in touch with bankers, lawyers, corporation

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executives — all kinds of men. If your letters don't bring results, the trouble will be with you. Try to find out where it is and correct it.

DIRECT MAIL CAMPAIGNS AND "SITUATION-WANTED" ADVERTISEMENTS

If you desire a position in some particular locality or in some one particular line of business, you will probably do well to run a direct mail campaign to get the job you want. The sample letters given in this book should help you develop ability to write a good sales letter. Make your letters simple, straightforward, and clear. You can get names of good firms to write to from the advertising sections of the trade papers or from Boyd's City Despatch in New York or Ross-Gould in St. Louis.

Closing a job without an interview with your employer will probably be a little harder than it would be if you had your employer face to face. On the other hand, a letter coming to an employer from a man a

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long distance off will be read much more carefully than a letter which an employer receives from a man in his own city. You may be sure before you start your campaign that your letters will receive attention. If you enclose stamped return envelopes, you will get replies. The replies will help you to decide where your letter is strong and where it is weak. If, by any chance, you have trouble and cannot locate the trouble, write to the business men who answer your letters and ask them if they won't tell you frankly where the trouble is. Many men will be glad to do this.

Advertisements in newspapers are not so likely to produce the results you desire as are circular letters. They are, however, worth your careful consideration. Read the chapters on "How to Get Results Through a Want Advertisement" carefully. Study the advertisements given. If you decide to advertise, keep at it until you get results.

Most men in small towns who read this chapter will consider that the opportunities

THE MAN IN THE SMALL TOWN

in their own towns are small. I don't believe that this is true! If a man in prison can build a national business as Louis Victor Eytinge did, why should the man in a small town complain of opportunities? You should assume, for the time being at least, while you are developing your character and increasing your business knowledge, that real opportunities exist in the community in which you are now living. Try to find them.

In looking for opportunities one of the best men you can keep in touch with is your local banker. Bankers probably know more about business conditions and opportunities than any other one class of people. Don't be afraid to go into a bank, and above all things don't be afraid to approach the man at the head of the bank. Bank clerks may not know any more about business opportunities than you do. The man at the head of the bank, however, holds his job because he does know business conditions and because his judgment is sound. Get

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acquainted with your local banker — tell him exactly what you are trying to do and ask him to help. You have everything to gain and nothing to lose.

CHAPTER XVI

CHANGING YOUR VOCATION OR BUSINESS

ARE YOU DRIFTING?

DURING the recent — and, to a certain extent, present — business depression of 1920 and 1921, I have met and talked with hundreds of men who wanted to change their jobs. In most cases these men did not know what they wanted to do or why they wanted to do it. In other words, they were *drifting*.

If you are thinking of changing your job the first thing for you to do is to ask yourself why you want to change? If your answer is something to the effect that "There is no money in my business," or, "My business is dead," the only thing for you to do is to stop right where you are and *think*. Probably you are drifting. It is natural that in a serious business depression men become discouraged and tend to drift. But drifting will never get you where you want to go.

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You must fight the feeling that you have been pulled up by the roots, and try to keep your head. If you can do this, time will reward you very generously. If you can't do this, the time you spend in drifting will be lost — sooner or later you will have to come back to the point where you now find yourself and face the facts squarely.

When a man tells me that there are no opportunities in his business, I assume that the trouble is with him. There isn't a single important line of business in the United States to-day in which there are not opportunities. If you can see no desirable future in your business, the thing you must do immediately is to study yourself to find out where you are weak and what is holding you back. Keep in mind that the fact that a business is flat to-day, because of a serious general business depression, does not necessarily mean that this same business will not be in a flourishing condition in a few months.

All kinds of business suffer in a general depression. Ninety per cent of the men in this

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country who are now trying to change from one kind of business to another are acting unwisely. They will do better to stay where they are.

IS YOUR VOCATION YOUR BUSINESS?

When you read this you may think that a man's business and his vocation are one and the same thing and that it is my opinion that the man who has failed as an accountant should not try something else. This is not the idea I am trying to convey. A man's vocation may or may not be his business. As an example, let us consider the case of an accountant. There is no question, of course, but that an accountant's vocation is accounting. Also, if he is engaged in public accounting work, his business is accounting. But suppose that an accountant holds a position as chief accountant for a shoe manufacturer. In such a case his vocation is accounting and his business is the manufacturing of shoes.

The accountant who has failed as an

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accountant for a shoe manufacturer will probably also fail as an accountant for a bank or store or food manufacturer. Changing his *business* will not help much. This is the kind of thing I advise against. But the man who has failed as an accountant for a shoe manufacturer may make a tremendous success as a salesman. I have known some excellent salesmen who could not balance a check-book or correctly add an expense account. The personal qualities required for success in selling are quite different from those required for success in accounting. Hence, a poor accountant may be an excellent salesman.

The accountant who has failed in accounting and decided to try selling as a vocation should not change his business if he can help it. By this I mean that the man who has failed as an accountant for a shoe manufacturer will probably be more successful selling shoes than selling canned goods or clothing or real estate or insurance. Why? Simply because he knows the shoe business

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and does not know the other kinds of business. Other factors being equal, the more a salesman knows about the goods he is selling, the more successful he will be. A man changing his vocation should stick to the line of business in which he has been engaged if he can possibly do so. His knowledge of the *business* will help him in his new *vocation*.

What I have said about accounting and selling and shoes applies to all other vocations and kinds of business. Go slow in changing your business particularly during a business depression. Go slow, also, in changing your vocation. If you do change your vocation, try to stick to a business which you know. Don't change your vocation and your business simultaneously without very serious consideration.

ANALYZE YOURSELF

If you are thinking of changing your vocation or business, the first thing you must do is to analyze yourself. As I have already

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said, you must ask yourself why you want to change. Is your answer to this question clear or hazy?

If your reasons for desiring a change are clear and you have fully decided to make a change, you must analyze yourself carefully in order that you may be able to select the vocation or business for which you are best fitted. If your reasons for wishing to change are not clear in your own mind, some weakness has probably been holding you back in business. You must locate this weakness before you proceed further.

Chapter II will help you to analyze yourself. You should pay particular attention to the twenty essential traits given in this chapter. Ask your friends and business associates to help you size yourself up. Write your strong and weak points down on paper. Study them and think about them. Make a chart of them so that you may be able to visualize them. Your success in analyzing yourself will determine in a large degree your future business success. If you bungle

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your analysis, you will bungle your business life.

WORK ALONG THE LINE OF LEAST RESISTANCE

Ordinarily, I don't like to see a man quit. There are times, however, when a man is foolish not to quit. If you have been engaged in a *vocation* which you don't like and in which you have not been successful, you should certainly change. In making a change of this sort, you should proceed along the line of least resistance. The man who is born with an aptitude for salesmanship should not try to force himself to be an accountant. A good farmer should not be spoiled to make a poor salesman. If a man has no constructive ability, he should not engage in some vocation where a high degree of constructive ability is required for success. On the other hand, if a man has constructive ability he should not engage in a trading business.

In changing your vocation, work along

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the line of least resistance — get into the vocation for which you have the best natural qualifications. As a rule, this will mean doing the thing you like to do. If you are engaged in work which is interesting, you will find it easy to concentrate. You *must* CONCENTRATE to win.

SELECTING THE NEW VOCATION

After you have decided to change your *vocation* and have carefully analyzed yourself, the next thing to do is to study a number of vocations to find out in what particular kind of work you are most likely to succeed. Practically speaking, this means that you must make a number of job analyses. In a few years, you will be able to buy a book giving the requirements for success in different vocations. At present, very little is known about this subject and the book you need has not yet been written. You must, therefore, do this work yourself.

In selecting a new vocation you should think of yourself as one piece of a picture

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puzzle — not a square or round or triangular piece, but a very irregularly-shaped piece. Your job is to find an opening in a picture puzzle into which your piece will fit. You are one piece of a picture puzzle. Your vocation is the opening in the puzzle, after it is all put together except one piece, into which you must fit.

In employment work, I have heard a great deal about square pegs and round holes. But I have never seen any person as simple as a square peg or any job resembling a round hole. There is nothing in vocational or employment work so simple as this. Don't hunt for a round hole, because you probably won't find one, and, if you should find one, it would be something which would pay a small salary and offer little chance for advancement.

There is no single book on the market to which you can turn for a solution of your vocational problem. But the bibliography at the back of this book contains the names of a number of books which will help you.

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If you are near a good public library and have no idea what you want to do, I suggest that you start at the beginning of this list and read all the books given. If you can't get to a good library and can't afford to buy all these books, select two or three which look interesting and buy them.

You can learn a great deal about the requirements for success in the different vocations by reading the trade papers. Study the classified advertisements to see what kind of men employers are looking for. Some papers publish articles on vocational work.

If you can get to a good library, read all the trade papers you find there. Do this with an open mind — and do it for several weeks or months. After you have read all the trade papers for some time, you will find that the papers published for men in certain vocations will interest you more than the others.

If you can't get to a library, write to the list of publishers of trade papers given in

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the bibliography in this book, and ask for sample copies. Every publisher will send from one to three if you write courteous letters. Read these sample copies carefully. Then subscribe for two or three papers.

All business men are interested in vocational work. Some know a great deal about it and some don't. You will find them ready and willing to help you if you will give them an opportunity. After you talk with different men, you must decide what ideas are sound and what are not sound.

To sum up what I have told you in the last few paragraphs about selecting a new vocation, you must browse around until you develop an interest in some one or more vocations. Read the trade papers; read books on the opportunities in various vocations; talk to business men; develop your powers of observation. Unless you know some reason to the contrary, you may assume that your greatest business success will lie in the vocation in which you are most interested. Follow the line of least resistance.

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SELECTING A NEW BUSINESS

If your vocation and your business are one and the same thing, the things which I have told you about selecting a vocation will also apply in selecting a new business. A business, however, is a bigger thing than a vocation. In selecting a vocation, you consider your qualifications and the requirements of the vocation. In selecting a business, you consider whether the business under consideration is growing, standing still, or declining. You want to get into something where you can make money. To make money you must go where the money is.

Selecting a business is largely a matter of common sense, but I can give you the benefit of a few experiences. You will make a serious mistake if you engage in a business which is dominated by men of less than average intelligence. In most States there are laws against interfering with funeral processions. In business there is a natural

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law which says that no average man can achieve a big financial success in an industry dominated by stupid men. Keep away from the "dead" ones. Once in a while an unusual man will make a tremendous success in a "dead" line of business. These cases are few and far between, however, and you will do well to keep away from businesses dominated by stupid men. The higher the average of intelligence in an industry, the greater are your opportunities of making money. It takes a man of ability to appreciate a good idea, and your success will come, in the long run, as the direct result of the ideas you generate and put into practice. Try to associate yourself with intelligent, progressive, well-balanced men. Keep away from schemers. And don't put any group of business men down as light-weights until you *know* that they really are light-weights. Beware of the natural tendency to underrate men who do not agree with you.

Another important thing to consider in selecting a business is the size of the units

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dealt with. If you will read B. C. Forbes's book, "Men Who Are Making America," you will find that the biggest business men in the United States are men who are engaged in businesses in which the units handled are large. The exceptions are the cases where the number of units handled is large. It is true that Woolworth made a tremendous fortune in five-and-ten-cent stores; Bell and Vail made money in telephones; Ford made money with a low-priced automobile; but the greatest fortunes and the greatest successes have been made in businesses where the units handled are large. Steel, railroads, metropolitan banks, meat-packing, shipping, importing — these and other similar businesses are the ones in which the most and largest fortunes have been made. The larger the unit handled in a business, the greater is the amount of money which can be made.

Woolworth's success, on the surface, seems an exception to the rule I have just given. His unit of sale was five or ten cents.

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But Woolworth did not make his money on selling things at ten cents each. His profits came as the result of organized, large-scale buying. Woolworth sold things at ten cents each, but he never bought anything for ten cents — his buying units were hundreds or thousands of dollars. Several other things contributed to Woolworth's success. Among these factors was his ability to let go of a losing proposition. If a store did not pay, Woolworth never hung on to it; he got rid of it somehow and started another store in a different location. Another thing which helped Woolworth was the novelty of his proposition.

Money can be made in a business where the unit of sale is small, but only when the buying and distributing of the units handled is done on a very large scale. The success of the five-and-ten-cent stores, chain restaurants, telephone companies, and chain stores comes as the direct result of the peculiar organizing ability of the executives at the head of these companies.

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Henry Ford is generally thought of as having made money manufacturing and selling a low-priced product. It is true that his automobile sells for less money than other cars — but the unit of sale is *several hundred dollars*. This is really a large unit. You must remember, too, in considering what I tell you about the relationship between size of units handled and profits, that the fact that Woolworth made money does not mean that you can make an equal amount of money in the same business. Do not judge any line of business by the success or failure which some one individual or firm may have made in it.

The third thing which I think you should study in selecting a business is “tides.” By “tides” I mean the big swings of business, habits, styles, methods, and ideas. Obstacles can be met and overcome by individuals; but tides can seldom be mastered. You must go with the tide or go down before it in defeat.

There are many kinds of tides. Let me illustrate by a few simple examples what I

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mean. Suppose a shoe dealer buys a large stock of women's shoes six months before a season opens with the idea that the demand is going to be for a certain kind of shoe. But when the season finally opens, the style has changed from what he thought it was going to be. What happens? If the dealer bought enough of the wrong kind of shoes, he will go broke.

Another example: a company starts an educational service for corporation executives at a time when corporations are coming to appreciate the importance of training their men. What happens? The company is carried on by the growing demand for its kind of service — or "tide" — to a tremendous success.

Tides are more than styles. In this chapter there is not space to give more examples; but if you will read Mr. Forbes's book you will find that every man he writes about understood the importance of studying the big movements in human affairs and taking advantage of them.

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BREAKING INTO THE NEW VOCATION OR BUSINESS

When you have decided what vocation or business you wish to enter, you will be face to face with the question of how you are going to get started. One thing you should do is to associate all you possibly can with the men in this business. Your reading of books and trade papers will help you to establish points of contact. If you can give ideas to the men you meet — and you will certainly get many ideas from books and trade papers which you can pass along — you will get ideas in return. You will also get the attention and interest of the men you meet. Do not overlook any opportunities to join associations where business problems are discussed. Get acquainted with the speakers at club and association functions. Take part in the discussions in a small way if you can get the chance. Do everything you can to make people think that you are a progressive, well-informed,

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intelligent, well-balanced man ; but don't go too fast — "keep your feet on the ground."

If the job you want in your new vocation or business is not offered to you when you have been doing the things I tell you to do for a reasonable time, you must do one of two things — make a determined effort to get the job you want or get a part-time job which will serve as a stepping-stone to the job you really want. If you can afford to take a chance, it might be well to quit what you have been doing and try to get a good job in your new vocation or business. A good advertisement or direct mail campaign should get results in normal times.

If you can't afford to gamble in business, try to get a part-time job. In many vocations it is easy to get part-time jobs. Any salesman can get a part-time job any day in the year. There are many part-time jobs open for accountants. Some vocations are harder to break into than others, but you can certainly get started if you will try hard and stick to it.

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MAKING GOOD IN THE NEW JOB

After you get the job you want, you must proceed just as you would if you were starting in a new job fresh from school. The chapter in this book, "Tips for the Recent Graduate," will help you. The first thing to do is to learn your job. Study it and learn all you can about it. When you have mastered the job, study the Alexander Hamilton Institute Course to find out how your department works with other departments in the same business and how your business fits into the general scheme of things. In other words, broaden your education. Don't stop reading the trade papers.

The question of how long it will take you to "make good" in a new job will be determined largely by your general business knowledge, open-mindedness, ability, and capacity for hard work. Some men can learn a great deal about a new job in six months. Any man of average intelligence who is interested in his work should be able

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to master any ordinary job in three years. Work and study.

In this book on "How to Get the Job You Want" I have had a great deal to say about mental and physical development. In this last chapter I should like to ask you to consider your spiritual development. I am not a crank on religion, but I don't think that the man who neglects his spiritual development can ever be counted truly successful. You certainly can't win a big business success without faith, and faith is a spiritual quality. Richard Cabot's book, "What Men Live By," will help you to an appreciation of balance. Balance is what you must strive for.

More power to your fighting spirit !

CHAPTER XVII

BIBLIOGRAPHY

IN many parts of this book I have emphasized the importance of *studying* business. In Europe, business men have appreciated the importance of trade papers to a much greater degree than we have in the United States. This appreciation has been profitable to our business competitors.

The United States is no longer a provincial nation, but a world power. For the next few years at least competition is going to be very keen. Some men who read this will think that this competition is not going to affect them. They are mistaken! Every person in the United States is going to feel the effects of it, regardless of whether he is engaged in foreign or domestic business, in business for himself or working for some one else, earning \$10,000 a year or \$10 a week.

If you are going to achieve your ambi-

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tion, *you* must STUDY! To make it easy for you to form the right habits, the following bibliography is included in this book. Naturally, it is not a complete list of all the business books which have been published in recent years. It does contain many times as much information, however, as you will need to get started. The list of trade papers is believed to be a complete list of all the worth-while trade publications in the United States.

The bibliography of business books has been made possible only through the able coöperation and assistance of Mr. George Hill Evans, librarian of the Somerville Public Library in Somerville, Massachusetts, who has devoted many years of intelligent effort to the preparation of a bibliography of vocational books recently published by his library.

The list of trade papers and book publishers is available through the coöperation of Mr. William B. McCourtie, Secretary of the Home Correspondence School at Spring-

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field, Massachusetts, and author of "Where and How to Sell Manuscripts."

In this bibliography there are some books and trade papers which should be read by every business man, regardless of the kind of business in which he is engaged. The trade paper which seems to me to be the best trade paper in the country is "Printers' Ink." It is published by The Printers' Ink Publishing Company, 185 Madison Avenue, New York City. On the surface it is a magazine published for men engaged in advertising and selling. Practically it is a great deal more than this. Regardless of what kind of business you may be engaged in or what your vocation is, you should read "Printers' Ink."

The general business magazine which every business man should read is "System," published by The System Company in Chicago. It is for sale on all news-stands. No man who is engaged in any form of industrial management can afford not to read the magazine "Industrial Management," published by the Engineering Magazine

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Co., 120 West 32d Street, New York City. Among the general magazines, the "Saturday Evening Post" and the "American Magazine" are publishing excellent business fiction and articles. "The Open Road," a magazine designed primarily for young men, has run an unusually worth-while series of articles dealing with opportunities in different kinds of business and vocations.

Morley & Knight of Newark, New Jersey, are responsible for a book called "Twenty-Four Hundred Business Books." This book is really a directory of worth-while recent business books and trade-paper articles. It is so well indexed that any one can find in it, in a few seconds' time, exact information regarding books and articles dealing with any particular subject in which he may be interested. This means, of course, that the book "Twenty-Four Hundred Business Books" is really a directory of other books. It is published by H. W. Wilson Company, of New York, and should be in the library of every business man.

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Among the correspondence schools — there are many excellent ones — the course in Modern Business of the Alexander Hamilton Institute is excellent for the man who has reached the point where he can understand it; the Sheldon School Course appeals to me as being an excellent one for any man in a rut; the courses of the Business Training Corporation in Business English, Modern Production Methods, Foreign Trade and Business Essentials are very good for men who wish to study particularly the subjects they cover; for men and women who wish to make writing their profession or avocation the books and courses of the Home Correspondence School at Springfield, Massachusetts, will be found practical and helpful; the International Correspondence Schools publish a large number of courses of real value to men who are striving to get ahead by studying their work.

With the bibliography in this book is given a list of the leading publishers of business books in the United States. If you

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are interested to keep up to date on business problems, you should ask these firms to place your name on their mailing lists to receive information about worth-while business books that they may publish. In this way you may have brought to your attention without expense to you all the important business books published. In writing to publishers you may find that it is good business to write courteous letters and to mention this book. Publishers, like other people, like to deal with courteous, progressive men and women. Some publishers will send books on approval to be paid for or returned within five days.

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Editorials and Editorial Writing.

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Where and How to Sell Manuscripts.

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The Art of Versification.

The Art of Story-Writing.

Writing the Short-Story.

Studying the Short-Story.

Children's Stories and How to Tell Them.

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Drug and Chemical Markets, 3 Park Place, New York.
The Druggists' Circular, 100 William Street, New York.
Drug Clerks Journal, Pacific Bldg., San Francisco, Calif.
Drugs, Oils and Paints, 634 The Bourse, Philadelphia, Penn.
Fountain Profits, Stock Exchange Bldg., Portland, Ore.
Gulf Coast Oil News, Goggan Bldg., Houston, Tex.
Internal Revenue Review, 17 South Gay Street, Baltimore, Md.
Journal of Pharmacology and Experimental Therapeutics, 2419
Greenmount Avenue, Baltimore, Md.
Journal of the American Pharmaceutical Association, Bourse Bldg.,
Philadelphia, Penn.
Kentucky Druggist, 634 West Main Street, Louisville, Ky.
Kentucky Oil Journal, 411-412 Inter-Southern Bldg., Louisville,
Ky.
McPike's Bi-Monthly, Kansas City, Mo.
Merchant's National Drug Journal, Des Moines, Ia.
Merck's Report, 45 Park Place, New York.
Michigan Druggist, 326 East Congress Street, Detroit, Mich.
Midland Druggist and Pharmaceutical Review, 503 Schultz Bldg.,
Columbus, Ohio.
Minnesota Druggist, Boston Block, Minneapolis, Minn.
Modern Druggist, Godchaux Bldg., New Orleans, La.
Modern Painter, 3823 North Tripp Avenue, Chicago, Ill.
Montana-Wyoming Oil and Mineral Journal, Billings, Mont.
N. A. R. D. Journal, 168 North Michigan Boulevard, Chicago, Ill.
National Drug Clerk (consolidating Drug Store Merchandising),
608 South Dearborn Street, Chicago.
National Druggist, 313 North 9th Street, St. Louis, Mo.
National Petroleum News, Caxton Bldg., Cleveland, O.
Natural Gas and Gasoline Journal, 68 West Huron Street, Buffalo,
N. Y.
Naval Stores Review, Savannah, Ga.

HOW TO GET THE JOB YOU WANT

- Northwestern Druggist*, 401 Scandinavian Bank Bldg., St. Paul, Minn.
Oil Age, Title Insurance Bldg., Los Angeles, Calif.
Oil and Gas Journal, Tulsa, Okla.
Oil and Gas Man's Magazine, Butler, Penn.
Oildom Magazine, Woolworth Bldg., New York.
Oil Mill Gazetteer, Wharton, Tex.
Oil News, 14 East Jackson Boulevard, Chicago, Ill.
Oil, Paint and Drug Reporter, 100 William Street, New York.
Oil Trade Journal, 120 Broadway, New York.
P. A. R. D. Bulletin, 6412 North Eighth Street, Philadelphia, Penn.
Pacific Drug Review, 510 Stock Exchange, Portland, Ore.
Pacific Paint, Wallpaper, Pictures and Art Goods Trade, 268 Market Street, San Francisco, Calif.
Pacific Pharmacist, Balboa Bldg., San Francisco, Calif.
Paint and Varnish Record, 19 Park Row, New York.
Painter and Decorator, Lafayette, Ind.
Paint, Oil and Drug Review, 417 South Dearborn Street, Chicago, Ill.
Painters' Magazine and Paint and Wallpaper Dealer, 100 William Street, New York.
Petroleum, 20 East Jackson Boulevard, Chicago, Ill.
Petroleum Age, 20 West Jackson Boulevard, Chicago.
Petroleum Gazette, Titusville, Penn.
Petroleum Journal, 115 North Emporia Avenue, Wichita, Kan.
Petroleum News, Caxton Bldg., Cleveland, O.
Petroleum Record, Los Angeles, Calif.
Pharmaceutical Era, 3 Park Place, New York.
Pharmaceutical Journal, P. O. Drawer, 1740, Montreal, Quebec, Canada.
Practical Druggist and Pharmaceutical Review of Reviews, 81 Fulton Street, New York.
Retail Druggist, 60 West Lafayette Avenue, Detroit, Mich.
Retail Druggist of Canada, 32 Colborne Street, Toronto, Ontario, Canada.
Rocky Mountain Druggist, 410 Continental Bldg., Denver, Col.
Soap Gazette and Perfumer, 108 Fulton Street, New York.
Soda Dispenser, Hurt Bldg., Atlanta, Ga.

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Southern Carbonator and Bottler, Hurt Bldg., Atlanta, Ga.
Southern Pharmaceutical Journal, 1314 Young Street, Dallas, Tex.
Spatula, Sudbury Bldg., Boston, Mass.
The Stirring Rod, 2 Golden Gate Avenue, San Francisco, Calif.
Toilet Requisites and Druggists Sundries, 225 Fifth Avenue, New York.
Voice, Borden and Van Alst Avenue, Long Island City, N. Y.
Western Druggist, 536 South Clark Street, Chicago, Ill.
Western Pennsylvania Retail Druggist, Bessemer Bldg., Pittsburgh, Penn.
Wyoming Oil World, 304 O-S Bldg., Casper, Wyo.

Dry and Fancy Goods, Fashion, Clothing, and Textile Trades Journals

Advance Styles, 41 West 25th Street, New York.
American Cloak and Suit Review, 281 Fifth Avenue, New York.
American Furrier, 41 West 25th Street, New York.
American Gentleman, 216 West 39th Street, New York.
American Hatter, 1182 Broadway, New York.
American Ladies' Tailor, 41 West 25th Street, New York.
American Milliner, 15 West 38th Street, New York.
American Silk Journal, 373 Fourth Avenue, New York.
American Wool and Cotton Reporter, 530 Atlantic Avenue, Boston, Mass.
Apparel Criterion, Pioneer Bldg., Seattle, Wash.
Apparel Gazette, 311 East Fourth Street, Los Angeles, Cal.
Apparel Gazette, 418 South Market Street, Chicago, Ill.
Canadian Textile Journal, 35 St. Alexander Street, Montreal, Quebec, Canada.
Clothier and Furnisher, 13 Astor Place, New York.
Clothier and Haberdasher, Richmond and Sheppard Streets, Toronto, Ontario, Canada.
Clothing Trade Journal, 70 Fifth Avenue, New York.
Commercial, Travellers Bldg., Winnipeg, Manitoba, Canada.
Corset and Underwear Review, 1170 Broadway, New York.
Cotton, 1021 Grant Bldg., Atlanta, Ga.
Cotton Record, Savannah, Ga.
Department Store, 116 West 32d Street, New York.
Dress Essentials, 1170 Broadway, New York.

HOW TO GET THE JOB YOU WANT

- Dry Goods and Apparel* (formerly *Dry Goods*), 21 East 40th Street, New York.
- Dry Goods Economist*, 231 West 39th Street, New York.
- Dry Goods Guide*, 470 Fourth Avenue, New York.
- Drygoodsman and Southwestern Merchant*, Tradesmen's Publishing Co., 1627 Washington Avenue, St. Louis, Mo.
- Dry Goods Reporter*, 215 South Market Street, Chicago, Ill.
- Dry Goods Review*, 143 University Avenue, Toronto, Ontario, Canada.
- Fabric Review*, 17 Madison Avenue, New York.
- Fashion-Art*, 30 North Michigan Boulevard, Chicago, Ill.
- Fashionable Woman's Tailor*, 41 West 25th Street, New York.
- Fibre and Fabric*, 127 Federal Street, Boston, Mass.
- Fur Trade Review*, 1181 Broadway, New York.
- The Garment Manufacturers' Index*, 1182 Broadway, New York.
- Glover's Review*, Gloversville, N. Y.
- Haberdasher*, 112 East 19th Street, New York.
- Illustrated Milliner*, 656 Broadway, New York.
- Industrial Outlook*, 33 West 42d Street, New York.
- International Tailor*, 312 East 23d Street, New York.
- Lace and Embroidery Review*, 373 Fourth Avenue, New York.
- Manufacturing Clothier*, 13 Astor Place, New York.
- Men's Wear*, 418 S. Market Street, Chicago, Ill.
- Men's Wear Review*, 143 University Avenue, New York.
- Merchants' Journal and Commerce*, Richmond, Va.
- Milliner*, 215 South Market Street, Chicago, Ill.
- Millinery Trade Review*, 1182 Broadway, New York.
- Mill News*, Charlotte, N. C.
- News Record*, 8 East 13th Street, New York.
- Notion and Novelty Review*, 1170 Broadway, New York.
- Notion Trade Topics*, 253 Broadway, New York.
- Nugent's — The Garment Weekly*, 1182 Broadway, New York.
- Pacific Coast Merchant*, 423 Sacramento Street, San Francisco, Calif.
- Posselt's Textile Journal*, 2154 North 21st Street, Philadelphia, Penn.
- Practical Cutter and Tailor*, Security Bldg., Chicago, Ill.
- Progressive Fur Trapper and Wool Grower*, Herman Reel Pub. Co., Milwaukee, Wis.

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- Silk*, 17 Madison Avenue, New York.
Southeastern Dry Goods Merchant, Candler Bldg., Annex, Atlanta, Ga.
Southern Textile Bulletin, Charlotte, N. C.
Textile Advance News, 334 Fourth Avenue, New York.
Textile American, Old South Bldg., Boston, Mass.
Textile Colorist, 102 North 2d Street, Philadelphia, Penn.
Textile Manufacturer, Charlotte, N. C.
Textile Review, 161 Summer Street, Boston, Mass.
Textiles, 79 Milk Street, Boston, Mass.
Textile World Journal, 334 Fourth Avenue, New York.
Trend of Fashion, 281 Fifth Avenue, New York.
Underwear and Hosiery Review, 320 Broadway, New York.
Women's and Infants' Furnisher, 373 Fourth Avenue, New York.
Women's Wear, Richmond and Sheppard Streets, Toronto, Ontario, Canada.
Women's Wear, 8 East 13th Street, New York.

Electric, Telephone, and Related Trades Publications

- Aera*, 8 West 40th Street, New York.
Bell Telephone News, Bell Telephone Bldg., Chicago, Ill.
Belting and Transmission, 53 West Jackson Boulevard, Chicago, Ill.
Central Station, 8 West 40th Street, New York.
Electric Journal, 200 Ninth Street, Pittsburgh, Penn.
Electric Railway Journal, 10th Avenue and 36th Street, New York.
Electric Traction, 431 South Dearborn Street, Chicago, Ill.
Electrical Dealer and Contractor, 32 Colburne Street, Toronto, Ontario, Canada.
Electrical Engineering, 1642 Woolworth Bldg., New York.
Electrical Experimenter, 233 Fulton Street, New York.
Electrical Export, 114 Liberty Street, New York.
Electrical Merchandising, Tenth Avenue and Thirty-sixth Street, New York.
Electrical News, 347 Adelaide Street, West, Toronto, Ontario, Canada.
Electrical Record, 114 Liberty Street, New York.
Electrical Review, Monadnock Block, Chicago, Ill.
Electrical World, Tenth Avenue and 36th Street, New York.

HOW TO GET THE JOB YOU WANT

Electricity and Engineering, 608 South Dearborn Street, Chicago, Ill.

The Journal of Electrical Workers, Reisch Bldg., Springfield, Ill.

Journal of Electricity, Crossley Bldg., San Francisco, Calif.

Jovian, Syndicate Trust Bldg., St. Louis, Mo.

Mountain States Monitor, Denver, Colo.

National Electrical Contractor, 41 Martin Bldg., Utica, New York.

New England Telephone Topics, Boston, Mass.

Northwest Telegraph and Telephone Review, Tribune Bldg., Minneapolis, Minn.

Pacific Telephone Magazine, San Francisco, Calif.

Proceedings of the American Institute of Electrical Engineers, 33 West 39th Street, New York.

Railroad Telegrapher, Star Bldg., St. Louis, Mo.

Railway Electrical Engineer, Woolworth Bldg., New York.

Southern Telephone News, 78 South Pryor Street, Atlanta, Ga.

Southwestern Electrician, Southwest Bldg., Houston, Tex.

Southwestern Telephone News, St. Louis, Mo.

Telegraph and Telephone Age, 253 Broadway, New York.

Telephone Bulletin, Southern New England Telephone Co., New Haven, Conn.

Telephone Engineer, Monadnock Bldg., Chicago, Ill.

Telephone News, Bell Parkway Bldg., Philadelphia, Penn.

Telephone Review, 15 Dey Street, New York.

Telephony, 116 Michigan Avenue, Chicago, Ill.

Transactions of the Illuminating Engineering Society, 29 West 39th Street, New York.

Transmitter, 415 West Railroad Avenue, Fort Worth, Tex.

The Wireless Age, 233 Broadway, New York.

Engineering, Mining, Conservation, and Allied Publications

Alaska and Northwest and Mining Journal, 83 Columbia Street, Seattle, Wash.

American Forestry, 1410 H Street, N. W., Washington, D. C.

American Gas Engineering Journal, 150 Nassau Street, New York.

American Machine and Tool Record, 448 Main Street, Cincinnati, O.

American Machinist, Tenth Avenue and 36th Street, New York.

BIBLIOGRAPHY

- American Marine Engineer*, 50 Broad Street, New York.
American Steel Treators Society Journal, 154 East Erie Street, Chicago, Ill.
Arizona Mining Journal, Phoenix, Ariz.
Aviation and Aeronautical Engineering, 226 East 17th Street, New York.
Better Roads and Streets, 906 Schwind Bldg., Dayton, Ohio.
Boiler Maker, 6 East 39th Street, New York.
California Derrick, 417 Montgomery Street, San Francisco, Calif.
Canadian Engineer, 62 Church Street, Toronto, Ontario, Canada.
Canadian Foundryman and Metal Industry News, 145 University Avenue, Toronto, Ontario, Canada.
Canadian Machinery and Manufacturing News, Maclean Publishing Co., 143 University Avenue, Toronto, Ontario, Canada.
Canadian Mining Journal, 44 Lombard Street, Toronto, Ontario, Canada.
Chemical Engineer and Manufacturer, 608 South Dearborn Street, Chicago, Ill.
Compressed Air Magazine, Bowling Green Bldg., No. 11, New York.
Contract Record and Engineering Review, 347 Adelaide Street, West, Toronto, Ontario, Canada.
Derrick, Oil City, Penn.
Domestic Engineering, 407 South Dearborn Street, Chicago, Ill.
Engineering and Contracting, 608 South Dearborn Street, Chicago, Ill.
Engineering and Mining Journal, 10th Avenue at 36th Street, New York.
Engineering News-Record, Tenth Avenue and 36th Street, New York.
Engineering Record, 239 West 39th Street, New York.
Everyday Engineering Magazine, 2 West 45th Street, New York.
Farm Engineering, 608 South Dearborn Street, Chicago, Ill.
Fire and Water Engineering, 318 West 39th Street, New York.
Fireman's Herald, 225 Fifth Avenue, New York.
Firemen's Standard, 138 Pearl Street, Boston, Mass.
Good Roads, 150 Nassau Street, New York.
Industrial Arts Index, 958 University Avenue, New York.
Industrial Management, 142 Nassau Street, New York.

HOW TO GET THE JOB YOU WANT

International Engineering (La Ingeniera Internacional), Tenth Avenue and 36th Street, New York.

International Steam Engineer, 6334 Yale Avenue, Chicago, Ill.

Iron Trade Review, Penton Bldg., Cleveland, O.

Journal of Industrial and Engineering Chemistry, 35 East 41st Street, New York.

Journal of the American Society of Mechanical Engineers, 29 West 39th Street, New York.

Journal of the Engineers' Club of St. Louis, 3817 Olive Street, St. Louis, Mo.

Journal of the Franklin Institute, 15 South 7th Street, Philadelphia, Penn.

Journal of the Western Society of Engineers, 1735 Monadnock Bldg., Chicago, Ill.

K. S. A. C. Engineer, Manhattan, Kan.

Lefax, 19th and Sansome Streets, Philadelphia, Penn.

Machinery, 148 Lafayette Street, New York.

Manufacturers' Record, Water and Commerce Streets, Baltimore, Md.

Mechanical Digest, 422 Livingston Avenue, Grand Rapids, Mich.

Metal Trades, 420 Market Street, San Francisco, Calif.

Metal Worker, Plumber and Steamfitter, 243 West 39th Street, New York.

Michigan Roads and Forests, Equity Bldg., Detroit, Mich.

Mill Supplies, Dearborn and Harrison Streets, Chicago, Ill.

Mining Age, 27 William Street, New York.

Mining American, 1009 Seventeenth Street, Denver, Col.

Mining and Engineering Record, World Bldg., Vancouver, British Columbia, Canada.

Mining and Oil Bulletin, 224 South Spring Street, Los Angeles, Calif.

Mining and Oil Record, Atlas Bldg., Salt Lake City, Utah.

Mining and Scientific Press, 420 Market Street, San Francisco, Calif.

Mining Congress Journal, Munsey Bldg., Washington, D. C.

Mining Investor, 1840 California Street, Denver, Col.

Mining Review, Walker Bank Bldg., Salt Lake City, Utah.

National Engineer, 417 South Dearborn Street, Chicago, Ill.

Northwest Mining Truth, Mohawk Bldg., Spokane, Wash.

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- Pit and Quarry*, 537 South La Salle Street, Chicago, Ill.
Popular Engineer, 1023 Pace Street, Philadelphia, Penn.
Popular Mechanics Magazine, 6 North Michigan Avenue, Chicago, Ill.
Popular Science Monthly, 225 West 39th Street, New York.
Power, Tenth Avenue and 36th Street, New York.
Power House, 143 University Avenue, Toronto, Ontario, Canada.
Power Plant Engineering, 537 South Dearborn Street, Chicago, Ill.
Proceedings of the American Society of Civil Engineers, American Society of Civil Engineers, Publishers, 29 West 39th Street, New York.
Radio Amateur News, 233 Fulton Street, New York.
Railway and Locomotive Engineering, 114 Liberty Street, New York.
Road-Maker, Excavator and Grader, Monadnock Bldg., Chicago, Ill.
Rose Technic, Students of Rose Polytechnic Institute, Editors and Publishers, Terre Haute, Ind.
Sibley Journal of Engineering, Ithaca, New York.
Southern Engineer, Atlanta, Ga.
Steam, 90 West Street, New York.
Stevens Indicator, Alumni Association of Stevens Institute of Technology, Publishers, Hoboken, N. J.
Texas Mineral Resources, Austin, Tex.
Universal Engineer, 150 Nassau Street, New York.
Virginia Motorist, 1320 East Franklin Street, Richmond, Va.
Vulcanizer and Tire Dealer, 418 South Market Street, Chicago, Ill.
Welding Engineer, 608 South Dearborn Street, Chicago, Ill.
Western Coal Journal, 101 Board of Trade Annex, Kansas City, Mo.
Western Engineering, 420 Market Street, San Francisco, Cal.
Western Highways Builder, Marsh-Strong Bldg., Los Angeles, Cal.
West Virginia Mining News, P. O. Box 1474, Charleston, West Va.
Wisconsin Engineer, Madison, Wis.
Wood Worker, Wulsin Bldg., Indianapolis, Ind.
World's Progress, 510 Twelfth Street, N. W., Washington, D. C.

HOW TO GET THE JOB YOU WANT

Financial, Banking, Business, Efficiency, and Sectional Journals

- American Banker*, 67 Pearl Street, New York.
American Economist, 339 Broadway, New York.
American Exporter, 17 Battery Place, New York.
American Globe-Independent Investors Magazine, American Bank Bldg., Los Angeles, Calif.
American Industries, 30 Church Street, New York.
Annalist (New York Times Co., Publishers and Editors), Times Square, New York.
The Arizona Magazine, 222 West Adams Street, Phoenix, Ariz.
The Atlantic Coast Merchant, 239 West 39th Street, New York.
Banker, 431 South Dearborn Street, Chicago, Ill.
Banker and Stockholder, 20 Nassau Street, New York.
Banker and Tradesman, 127 Federal Street, Boston, Mass.
Banker-Manufacturer, First National Bank Bldg., Milwaukee, Wis.
Bankers' Magazine, 253 Broadway, New York.
Bankers Monthly, 538 South Clark Street, Chicago, Ill.
Bank Man, Mount Morris, Ill.
Better Business, 605 Ashdown Block, Winnipeg, Manitoba, Canada.
The Bond Buyer, 25 W. Broadway, New York.
Bonds and Mortgages, 108 South La Salle Street, Chicago, Ill.
Bookkeeper and Accountant, Suite 105, Auditorium Bldg., Chicago, Ill.
Boston News Bureau, 30 Kilby Street, Boston, Mass.
British Columbia Mining Exchange and Engineering News, Victoria, British Columbia, Canada.
Bulletin of Commerce, 6 North 3d Street, St. Louis, Mo.
Business Chronicle of the Pacific Northwest, Alaska Bldg., Seattle, Wash.
Business Philosopher, 36 South State Street, Chicago, Ill.
Business Woman's Magazine, Newburgh, N. Y.
Canadian Finance, 56 Aikins Bldg., Winnipeg, Manitoba, Canada.
Central Banker, 11 South La Salle Street, Chicago, Ill.
Chronicle, Lake of the Woods Bldg., Montreal, Quebec, Canada.
Cincinnati Trade Review, 717 Sycamore Street, Cincinnati, O.

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- Coast Banker*, 576 Sacramento Street, San Francisco, Calif.
Commerce and Finance, 15 Wall Street, New York.
Commercial and Financial Chronicle, 138 Front Street, New York.
Commercial, Central American Life Bldg., Indianapolis, Ind.
Commercial, 246 Washington Street, Boston, Mass.
Commercial America, 34th Street, below Spruce, Philadelphia, Penn.
Commercial Review, Calgary, Alta., Canada.
Commercial Traveler's Magazine, Springfield, Mass.
Commercial West, Globe Bldg., Minneapolis, Minn.
Copper Curb and Mining Outlook, 72 Trinity Place, New York.
Credit Men's Journal, 605 Ashdown Block, Winnipeg, Manitoba, Canada.
Curb, 25 Broad Street, New York.
Dun's International Review, 290 Broadway, New York.
Economic World, 128 Water Street, New York.
Economist, 108 South La Salle Street, Chicago, Ill.
Economist, 180 Adelaide Street, West, Toronto, Ontario, Canada.
Employer, 802 Campbell Street, Oklahoma, Okla.
Export American Industries, 30 Church Street, New York.
Export Bulletin, 34th Street, below Spruce, Philadelphia, Penn.
Exporters' and Importers' Journal, 17 State Street, New York.
Exporter's Review, 80 Broad Street, New York.
Factory — The Magazine of Management, Wabash and Madison Streets, Chicago, Ill.
Farm Loans and City Bonds, 8 South Dearborn Street, Chicago, Ill.
The Farm Loan Monthly, Ashville, New York.
The Farmers' Open Forum, 35 Bliss Building, Washington, D. C.
Federal Trade Reporter, 418 South Market Street, Chicago, Ill.
Finance, Box 590, Reading, Penn.
Finance and Commerce, 321 Cherry Street, Philadelphia, Penn.
Finance and Industry, 516 Caxton Bldg., Cleveland, O.
Finance and Trade, 88 First Street, San Francisco, Calif.
Financial Age, 2 Rector Street, New York.
Financial America, 40 Stone Street, New York.
Financial Insurance-News, Helman Bldg., Los Angeles, Calif.
Financial News, 84 State Street, Boston, Mass.

HOW TO GET THE JOB YOU WANT

- Financial Post of Canada*, 143 University Avenue, Toronto, Ontario, Canada.
Financial Review, Pontiac Bldg., Chicago, Ill.
Financial Times, Montreal, Quebec, Canada.
Financial World, 29 Broadway, New York.
Financier, 280 Broadway, New York.
Five and Ten Cent Store Magazine, Gerke Bldg., Cincinnati, O.
Golden Trail, Boise, Ida.
Great West Magazine, Capital National Bank Bldg., Sacramento, Calif.
Grizzly Bear, 248 Wilcox Bldg., Los Angeles, Calif.
Hill's Golden Rule, 149 West Ohio Street, Chicago, Ill.
Importer's Guide, 47 Broadway, New York.
Independent Merchant, 437 Broadway, New York.
Indian Business, Calcutta, India.
Industrial Advocate, Sackville Street, Halifax, Nova Scotia, Canada.
Industrial Canada, Bank of Hamilton Bldg., Toronto, Ontario, Canada.
Industrial Progress and Commercial Record, 437 Hastings Street, West, Vancouver, British Columbia, Canada.
Industrial Record, 1808 Main Street, Dallas, Tex.
Industry, Wilkins Bldg., Washington, D. C.
Inland Storekeeper, 470 Fourth Ave., New York.
Insurance and Financial Review, 19 Duncan Street, Toronto, Ontario, Canada.
Insurance and Investment News, Van-Nuys Bldg., Los Angeles, Calif.
Interstate Banker, Union Central Bldg., Cincinnati, O.
Investing for Profit, 20 West Jackson Boulevard, Chicago, Ill.
Investment News, 1202 Fort Dearborn Bldg., Chicago, Ill.
Investment Weekly, 42 Broadway, New York.
Investor, Insurance Bldg., Oklahoma, Okla.
Iowa Factories, 611 Crocker Bldg., Des Moines, Ia.
Iowa Magazine, Davenport, Ia.
Journal of Accountancy, 20 Vesey Street, New York.
Journal of Commerce, Equitable Bldg., Baltimore, Md.
Journal of Commerce, Montreal, Quebec, Canada.
Journal of Commerce, 705 Chestnut Street, Philadelphia, Penn.

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- Journal of Commerce and Commercial Bulletin*, 32 Broadway, New York.
- Journal of Opportunities*, Newburgh, N. Y.
- Kansas Banker*, Mulvane Bldg., Topeka, Kan.
- Magazine of Wall Street*, 42 Broadway, New York.
- Manufacturer*, Salem, Ore.
- Mercantile and Financial Times*, 416 Pearl Street, New York.
- Merchant and Manufacturer*, American Bldg., Nashville, Tenn.
- Merchants and Manufacturers Journal*, Light, Lombard and Balderston Streets, Baltimore, Md.
- Merchant's Magazine*, 437 Broadway, New York.
- Merchant's Record and Show Window*, 431 South Dearborn Street, Chicago, Ill.
- Michigan Banker*, Ford Bldg., Detroit, Mich.
- Michigan Investor*, 70 Larned Street, West, Detroit, Mich.
- Michigan Manufacturer and Financial Record*, Free Press Bldg., Detroit, Mich.
- Mining and Financial Record*, 1829 Champa Street, Denver, Colo.
- Monetary Record*, 415 Locust Street, St. Louis, Mo.
- Monetary Times of Canada*, 62 Church Street, Toronto, Ontario, Canada.
- Money and Commerce*, 711 Ferguson Bldg., Pittsburgh, Penn.
- Montana Banker*, Helena, Mont.
- National Banker*, 108 South La Salle Street, Chicago, Ill.
- National Commercial Traveler*, 533 Camp Street, New Orleans, La.
- National Counterfeit Detector*, 73 Broad Street, New York.
- The National Office Journal*, 118 North La Salle Street, Chicago, Ill.
- New Jersey Commerce and Finance-Record and Guide*, 224 Market Street, Newark, N. J.
- New West Magazine*, Walker Bank Bldg., Salt Lake City, Utah.
- North Carolina Trade Magazine*, Statesville, N. C.
- Northwestern Banker*, Crocker Bldg., Des Moines, Ia.
- Odd Lot Review*, 61 Broadway, New York.
- Office and Store*, 533 Jenkins Arcade, Pittsburgh, Penn.
- Office Appliances*, 805 Plymouth Bldg., Chicago, Ill.
- The Office Economist*, Art Metal Construction Co., Jamestown, N. Y.
- Ohio Banker*, 809 Wyandotte Bldg., Columbus, O.

HOW TO GET THE JOB YOU WANT

100% — *The Efficiency Magazine*, 5 South Wabash Avenue, Chicago, Ill.
Oregon Country, Chamber of Commerce Bldg., Portland, Ore.
Oregon Retailers Journal, Commercial Club Bldg., Portland, Ore.
Ozark Magazine, Springfield, Mo.
Pacific Banker, 310 McKay Bldg., Portland, Ore.
Pacific Coast Commercial Traveler, Board of Trade Bldg., San Francisco, Calif.
Pacific Northwest Banker, 925 Northern Bank and Trust Bldg., Seattle, Wash.
Pacific Ports, Central Bldg., Seattle, Wash.
Philadelphia Chamber of Commerce News Bulletin, Widener Bldg., Philadelphia, Penn.
Rocky Mountain Magazine, Quincy Bldg., Denver, Col.
Royer's Financial Record, Arcade Bldg., Seattle, Wash.
The Sabeen, 1777 Broadway, New York.
Sales-Agent, Sales-Agent Bldg., Columbus, O.
The Sales Manager Monthly, Wakefield, Mass.
Salesmanship, Kresge Bldg., Detroit, Mich.
Sample Case, 638 North Park Street, Columbus, O.
See America First, 1312 National Realty Bldg., Tacoma, Wash.
Shareholder, 82 Broad Street, New York City.
Skillings' Mining Review, 5 East Third Street, Duluth, Minn.
The South American, 310 Lexington Avenue, New York.
Southern Banker, Candler, Bldg., Atlanta, Ga.
Southwestern Journal of Commerce, 1300 East Front Street, Fort Worth, Tex.
Specialty Salesman, 443 South Dearborn Street, Chicago, Ill.
State Banker, Mercantile Bldg., Oklahoma, Okla.
Successful Banking, Benton Harbor, Mich.
System, Wabash Avenue and Madison Street, Chicago, Ill.
Texas Bankers' Journal, Houston, Tex.
Texas Bankers Record, Dallas, Tex.
Trade Bulletin, Board of Trade Bldg., Montreal, Quebec, Canada.
Trade Mark Reporter, 32 Nassau Street, New York.
Trade Review and Export Journal, 5 North Third St., St. Louis, Mo.
Trades Record, 129 South La Salle Street, Columbus, O.
Traffic World, 418 Market Street, Chicago, Ill.

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Trans-Mississippi Banker and Investor, Dwight Bldg., Kansas City, Mo.

Trans-Pacific, Tokio, Japan.

Tropic Magazine, Miami, Fla.

Trust Companies, 55 Liberty Street, New York.

Typewriter Topics, 302 Broadway, New York.

Underwood's U. S. Counterfeit Reporter, 420 East 149th Street, New York.

United States Mercantile Examiner, 636 Real Estate Bldg., Philadelphia, Penn.

United States Investor, 530 Atlantic Avenue, Boston, Mass.

Wall Street Journal, 44 Broad Street, New York.

Western Banker, 316 South 19th Street, Omaha, Neb.

Western Financier, Commerce Bldg., Kansas City, Mo.

Western Trade Journal, 210 South Desplaines Street, Chicago, Ill.

World Review, 179 South Street, Boston, Mass.

The World's Markets, 290 Broadway, New York.

Furniture, Carpets, Crockery, Glass, Undertaking, Musical Instruments, and Related Trades Journals

American Carpet and Upholstering Journal, 1345 Chestnut Street, Philadelphia, Penn.

American Funeral Director, 117 Iowa Avenue, N. W., Grand Rapids, Mich.

American Furniture Manufacturer, 608 South Dearborn Street, Chicago, Ill.

Canadian Furniture World and the Undertaker, 32 Colborne Street, Toronto, Ontario, Canada.

Canadian Music Trades Journal, 68 West Dundas Street, Toronto, Ontario, Canada.

Canadian Woodworker and Furniture Manufacturer, 345 Adelaide Street, West, Toronto, Ontario, Canada.

Carpet and Rug World, 381 Fourth Avenue, New York.

Carpet and Upholstery Trade Review and Rug Trade Review, 31 East 17th Street, Union Square, New York.

Casket, 487 Broadway, New York.

China, Glass and Lamps, 304 Penn Avenue, Pittsburgh, Penn.

Crockery and Glass Journal, 92 West Broadway, New York.

Director, 1121 Tribune Bldg., New York.

HOW TO GET THE JOB YOU WANT

Embalmers' Monthly, 608 South Dearborn Street, Chicago, Ill.
Furniture Buyer and Decorator, 36 Gold Street, New York.
Furniture Dealer, Metropolitan Bldg., Minneapolis, Minn.
Furniture Index, 112 East Third Street, Jamestown, N. Y.
Furniture Journal, 608 South Dearborn Street, Chicago, Ill.
Furniture Journal, 1229 Queen Street, West, Toronto, Ontario, Canada.
Furniture Manufacturer and Artisan, 117 Ionia Avenue, Grand Rapids, Mich.
Furniture Merchants' Trade Journal, Des Moines, Ia.
Furniture News, Wainwright Bldg., St. Louis, Mo.
Furniture Trade Review and Interior Decorator, 31 East 17th Street, Union Square, New York.
Furniture Worker, 128 Opera Place, Cincinnati, Ohio.
Furniture World, 15 West 38th Street, New York.
Glassworker, 304 Penn Avenue, Pittsburgh, Penn.
Good Furniture, Dean Hicks Bldg., Grand Rapids, Mich.
Grand Rapids Furniture Record, 117 Ionia Avenue, Grand Rapids, Mich.
House Furnishing Journal, 215 South Market Street, Chicago, Ill.
House Furnishing Review, 253 Broadway, New York.
Music Trade Indicator, 20 East Jackson Boulevard, Chicago, Ill.
Music Trade Review, 373 Fourth Avenue, New York.
The Music Trades, 501 Fifth Avenue, New York.
National Glass Budget, 426 Fourth Avenue, Pittsburgh, Penn.
Pacific Furniture Trade, 268 Market Street, San Francisco, Calif.
Phonograph and Talking Machine Weekly, 97 Water Street, New York.
The Piano Journal, 2720 Grand Central Terminal, New York.
Piano Trade Magazine, Steinway Bldg., Chicago, Ill.
Picture and Art Trade and Gift Shop Journal, 528 Monadnock Bldg., Chicago, Ill.
Pottery, Glass and Brass Salesman, 126 Fifth Avenue, New York.
Pottery, Glass, Housefurnishing and Toys, 167 Dawlish Avenue, Toronto, Ontario, Canada.
Presto, 407 South Dearborn Street, Chicago, Ill.
Price's Carpet and Rug News, 373 Fourth Avenue, New York.
Sewing Machine Times, 13-15 Vandewater Street, New York.
The Southern Funeral Director, 1127 Candler Bldg., Atlanta, Ga.

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Sunnyside, 445 Broome Street, New York.
Talking Machine Journal, 2720 Grand Central Terminal, New York.
Talking Machine World, 373 Fourth Avenue, New York.
Toys and Novelties, 215 South Market Street, Chicago, Ill.
Undertaker's Journal, 128 North La Salle Street, Chicago, Ill.
Upholsterer and Interior Decorator, 373 Fourth Avenue, New York.
Wallpaper News and Interior Decoration, 373 Fourth Avenue, New York.
Western Furniture Review, 665 East Alder Street, Portland, Ore.
Wooden and Willow-Ware Trade Review, 81-83 Fulton Street, New York.

Grain and Milling Publications

American Elevator and Grain Trade, 431 South Dearborn Street, Chicago, Ill.
American Miller, 431 South Dearborn Street, Chicago, Ill.
Dixie Miller, Candler Bldg., Atlanta, Ga.
Doings in Grain, 1206 Pabst Bldg., Milwaukee, Wis.
Feedingstuffs, William R. Gregory Company, New York.
Flour and Feed, 304 Montgomery Bldg., Milwaukee, Wis.
Flour and Grain World, Mutual Life Bldg., Seattle, Wash.
Grain Dealers' Journal, 315 South La Salle Street, Chicago, Ill.
Grain Growers' Guide, 290 Vaughn Street, Winnipeg, Manitoba, Canada.
Hay Trade Journal, Canajoharie, N. Y.
Market Record, 246 Fourth Avenue, South, Minneapolis, Minn.
Miller's Review, 424 Walnut Street, Philadelphia, Penn.
Milling and Grain News, Merchants Exchange Bldg., St. Louis, Mo.
Modern Miller, 1341 Insurance Bldg., Chicago, Ill.
Northwestern Miller, 118 South Sixth Street, Minneapolis, Minn.
Operative Miller, 537 South Dearborn Street, Chicago, Ill.
Post, 114 North Erie Street, Toledo, O.

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Price Current—*Grain Reporter*, 327 South La Salle Street, Chicago, Ill.

Southwestern Journal of Grain and Flour, Board of Trade Annex, Kansas City, Mo.

Grocery, Fruit, and Provision Trade Journals

American Cheesemaker, Barnhardt Bldg., Grand Rapids, Mich.

American Grocer, 90 West Broadway, New York.

American Meat Trade and Retail Butcher's Journal, 47 Watts Street, New York.

Association News, 199½ South High Street, Columbus, O.

Atlanta Retail Grocer, Chamber of Commerce Bldg., Atlanta, Ga.

Butcher's Advocate and Market Journal, 203 Broadway, New York.

Butter, Cheese and Egg Journal, 107 Weils Street, Milwaukee, Wis.

California Fruit News, 341 Montgomery Street, San Francisco, Calif.

Canadian Fisherman, Garden City Press, St. Anne de Bellevue, Que., Canada.

Canadian Grocer, 153 University Avenue, Toronto, Ontario, Canada.

Canner, Canner Publishing Co., 140 North Dearborn Street, Chicago.

Canning Trade, 304-5 Maryland Savings Bank Bldg., Baltimore, Md.

Cincinnati Jobber and Retail Grocer, 717 Sycamore Street, Cincinnati, O.

Cleveland Grocer, 1827 East 55th Street, Cleveland, O.

Commercial Bulletin, 311 East Fourth Street, Los Angeles, Calif.

Commercial News, Sioux Falls, S. D.

Dairy Report, Elgin, Ill.

Denver Grocer, Chamber of Commerce Bldg., Denver, Col.

Evaporator, Webster, N. Y.

Facts, 162 West Quincy Street, Chicago, Ill.

Facts about Sugar, 82 Wall Street, New York.

Facts and Figures, Southern Wholesale Grocers' Association, Jacksonville, Fla.

The Family Grocer Magazine, 306-7 Chamber of Commerce Bldg., Toledo, Ohio.

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Grain Trade News and Live Stock Journal, Grain Exchange Bldg., Winnipeg, Manitoba, Canada.
Grocer and Butcher, Nicholas Bldg., Toledo, O.
Grocers' Magazine, 88 Broad Street, Boston, Mass.
Grocers' Register, Empire Bldg., Seattle, Wash.
Grocers' Review, Delaware Avenue and Walnut Street, Philadelphia, Pa.
Ideal Grocer, 105 Hudson Street, New York.
Illinois Retail Merchant's Journal, Schradski Bldg., Peoria, Ill.
Indiana Grocer, 119 West Maryland Street, Indianapolis, Ind.
Indiana Trade Journal, Chamber of Commerce Bldg., Indianapolis, Ind.
Interstate Grocer, 708 Navarre Bldg., St. Louis, Mo.
Little Rock Trade Record, 123½ West Fourth Street, Little Rock, Ark.
Louisiana Grocer, 209 Metropolitan Bldg., New Orleans, La.
Maritime Merchant, Halifax, Nova Scotia, Canada.
Merchant and General Storekeeper, 208 Confederation Life Bldg., Toronto, Ontario, Canada.
Merchants' Index, 516 Denham Bldg., Denver, Col.
Merchant's Journal, 635 Jackson Street, Topeka, Kan.
Merchants National Hardware Journal, 7th Street and Grand Avenue, Des Moines, Ia.
Merchants' News, Indiana Bldg., Oklahoma, Okla.
Michigan Tradesman, Barnhardt Bldg., Grand Rapids, Mich.
Modern Grocer, 215 South Market Street, Chicago, Ill.
Modern Merchants and Grocery World, 927 Arch Street, Philadelphia, Penn.
Montana Trade Journal, Great Falls, Mont.
National Grocer, 208 South La Salle Street, Chicago, Ill.
National Provisioner, 116 Nassau Street, New York.
National Pure Food News, 1931 Broadway, New York.
New England Grocer and Tradesman, 77 Washington Street, North, Boston, Mass.

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New West Trade, Realty Bldg., Spokane, Wash.
Northwestern Merchant, White Bldg., Seattle, Wash.
Oklahoma Retail Merchant, 217½ North Harvey Street, Oklahoma City, Okla.
Oregon Merchants' Magazine, Lewis Bldg., Portland, Ore.
Pacific Coast Packer, 355 South Broadway, Los Angeles, Calif.
Pacific Fisherman, 71 Columbia Street, Seattle, Wash.
Pacific Fruit World, Chamber of Commerce Bldg., Los Angeles, Calif.
The Packer, Kansas City, Mo.
Price Current, 410 East William Street, Wichita, Kan.
Produce Bulletin, 97 Warren Street, New York.
Produce News, 6 Harrison Street, New York.
Produce News, 807 Western Avenue, Seattle, Wash.
Produce Review and American Creamery, 173-175 Chambers Street, New York.
Progressive Merchant, 1007 Commerce Street, Dallas, Tex.
Pure Products, 50 East 41st Street, New York.
Retail Grocer and Provisioner, 32 Colborne Street, Toronto, Ontario, Canada.
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Retail Grocers' Advocate, 318 Sheldon Bldg., San Francisco, Calif.
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Retail Merchant, 41 Richards Street, Salt Lake City, Utah.
Retail Trade Journal, Retail Merchant Association, Publishers, Springfield, Mo.
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San Francisco Grocer, 340 Sansome Street, San Francisco, Calif.
Seafood Journal, Equitable Bldg., Baltimore, Md.
Simmons' Spice Mill, 97 Water Street, New York.
Southern California Retailers' Journal, Wilcox Bldg., Los Angeles, Calif.
Southern Merchant, 1123 Candler Bldg. Annex, Atlanta, Ga.
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Southwest Retailer, Gunter Hotel, San Antonio, Tex.
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Tea and Coffee Trade Journal, 79 Watt Street, New York.
Trade, 92 West Congress Street, Detroit, Mich.
Trade Exhibit, 714 South 15th Street, Omaha, Neb.
Trade Index, 535 Poydras Street, New Orleans, La.
Tradesman, Bee Bldg., Omaha, Neb.
Twin City Commercial Bulletin, 1038 Metropolitan Bldg., Minneapolis, Minn.
Up-to-Date, 317 Board of Trade, Scranton, Penn.
West Coast Trade, Chamber of Commerce Bldg., Tacoma, Wash.
Western Canner and Packer, 422 Montgomery Street, San Francisco, Calif.
Western Fruit Jobber, P. O. Box 1349, Denver, Col.
Wholesale Grocer, 186 North La Salle Street, Chicago, Ill.
Wholesale Grocery Review, 129 Lafayette Street, New York.
Wholesaler, Hutchinson, Kan.
Winnipeg and Western Grocer, McIntyre Block, Winnipeg, Manitoba, Canada.
Wisconsin Retail Merchants Advocate, Milwaukee, Wis.

Hardware, Metal, Wagon, Farm Implements, and Related Trades Journals

- American Artisan and Hardware Record*, 620 South Michigan Avenue, Chicago, Ill.
American Blacksmith, Auto and Tractor Shop, New Sidway Bldg., Buffalo, N. Y.
American Cutler, 15 Park Row, New York.
American Drop Forger, 108 Smithfield Street, Pittsburgh, Pa.
American Hardware Journal, 21 Park Row, New York.
American Metal Market and Daily Iron and Steel Reporter. 81 Fulton Street, New York.
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Blacksmith and Wheelwright, 71 Murray Street, New York.
Canadian Blacksmith and Woodworker, Confederation Life Bldg., Winnipeg, Manitoba, Canada.

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- Canadian Hardware Journal*, 32 Colborne Street, Toronto, Ontario, Canada.
- Canadian Harness and Shoe Repair Journal*, 33 Richmond Street, West, Toronto, Ontario, Canada.
- Canadian Implement and Vehicle Trade, and Power Farming of Canada*, 1-5 King Street, East, Toronto, Ontario, Canada.
- Cordage Trade Journal*, 81 Fulton Street, New York.
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- Eastern Dealer in Implements and Vehicles*, 1021 Drexel Bldg., Philadelphia, Penn.
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The American Restaurant, 140 North Dearborn Street, Chicago, Ill.
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Bonfort's Circular, 29 Broadway, New York.

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- Brewery and Soft Drink Workers' Journal*, 2347-51 Vine Street, Cincinnati, O.
- California Tourist and Hotel Reporter*, Mason Bldg., Los Angeles, Calif.
- Canadian Cigar and Tobacco Journal*, corner Richmond and Sheppard Streets, Toronto, Ontario, Canada.
- Canadian Commercial Traveler and Railway News*, Dineen Bldg., Toronto, Ontario, Canada.
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- Hotel Bulletin*, 951 Insurance and Exchange Street, Chicago, Ill.
- Hotel Gazette*, 1400 Broadway, New York.
- Hotel Journal*, 702 Market Street, San Francisco, Calif.
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Soft Drink Journal, 418 South Market Street, Chicago, Ill.
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Tavern Talk, 911 Central Street, Kansas City, Mo.
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Tobacco Leaf, 198 Broadway, New York.
Tobacco News, Drexel Bldg., Philadelphia, Penn.
Tobacco World, 236 Chestnut Street, Philadelphia, Penn.
Travelers Railway Guide, 75 Church Street, New York.
United States Tobacco Journal, 97 Water Street, New York.
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Western Brewer, 431 South Dearborn Street, Chicago, Ill.
Western Canada Trade Review, 706 Broadway, Winnipeg, Manitoba, Canada.
Western Hotel Reporter, 681 Market Street, San Francisco, Calif.
Western Tobacco Journal, 236 Broadway, Cincinnati, O.
Wine and Spirit Bulletin, American National Bank Bldg., Louisville, Ky.

Jewelry and Optical Publications

- American Jeweler*, 607 South Dearborn Street, Chicago, Ill.
Goldsmith and Silversmith, 78 Center Street, New Haven, Conn.
Jewelers' Circular Weekly, 11 John Street, New York.
Jeweler's Pocket Magazine, 315 Fourth Avenue, New York.
Keystone, 512 Race Street, Philadelphia, Penn.
Keystone Magazine of Optometry, 512 Race Street, Philadelphia, Penn.
Manufacturing Jeweler, 42 Weybosset Street, Providence, R. I.

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Mid-Continent Jeweler, 115 East 31st Street, Kansas City, Mo.

National Jeweler, 536 South Clark Street, Chicago, Ill.

Northwestern Jeweler, Albert Lea, Minn.

Optical Journal and Review of Optometry, 15-19 Maiden Lane, New York.

Pacific Goldsmith, 235 Montgomery Street, San Francisco, Cal.

Trader and Canadian Jeweler, Richmond and Sheppard Streets, Toronto, Ontario, Canada.

Law and Insurance Magazines

Adjuster, 311 California Street, San Francisco, Calif.

American Agency Bulletin, 55 Kilby Street, Boston, Mass.

American Bankruptcy Reports, 109 State Street, Albany, N. Y.

American Bar Association Journal, 7 North Calvert Street, Baltimore, Md.

American Exchange and Review, corner 4th and Locust Streets, Philadelphia, Penn.

American Insurance Journal, 44 West Broad Street, Columbus, O.

American Journal of International Law, 2 Jackson Place, Washington, D. C.

American Labor Legislation Review, 131 East 23d Street, New York.

American Law Review, 14 South Broadway, St. Louis, Mo.

American Legal News, Penobscot Bldg., Detroit, Mich.

American Underwriter Magazine and Insurance Review, 141 Broadway, New York.

Banking Law Journal, 27 Thames Street, New York.

Bar, Morgantown, W. Va.

Bench and Bar, 27 Cedar Street, New York.

Berks County Law Journal, Reading, Penn.

Bulletin, 18 Toronto Street, Toronto, Ontario, Canada.

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Commercial Recorder, 610 Market Street, San Antonio, Tex.
Court House Journal, 76 St. Gabriel Street, Montreal, Quebec, Canada.
Court Index, 646 Main Street, Cincinnati, O.
Dickinson Law Review, Carlisle, Penn.
Eastern Underwriter, 105 William Street, New York.
Examiner, 2808 Sixty-second Street, Seattle, Wash.
Finance and Commerce, 419 South 6th Street, Minneapolis, Minn.
Financial Record and Law Bulletin, Duluth, Minn.
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Fordham Law Review, 233 Broadway, New York.
Fraternal Monitor, 25 Exchange Street, Rochester, N. Y.
Fulton County Report, 55½ South Pryor Street, Atlanta, Ga.
Georgetown Law Journal, Washington, D. C.
Harvard Law Review, Cambridge, Mass.
Illinois Law Review, 31 West Lake Street, Chicago, Ill.
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Index to Legal Periodicals and Law Library Journal, 958 University Avenue, New York.
Indicator, 411 Stevens Bldg., Detroit, Mich.
Insurance, 83 Fulton Street, New York.
Insurance Advocate, 55 John Street, New York.
Insurance Age, 38 Park Row, New York.
Insurance Agent, New Orleans, La.
Insurance Critic, 38 Park Row, New York.
Insurance Field, 328 West Liberty Street, Louisville, Ky.
Insurance Herald-Argus, Flatiron Bldg., Atlanta, Ga.
Insurance Index, 38 Park Row, New York.
Insurance Intelligencer, 55 John Street, New York.

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Hartford, Conn.
Insurance Law Journal, 100 William Street, New York.
Insurance Leader, Syndicate Trust Bldg., St. Louis, Mo.
Insurance Magazine, Victor Bldg., Kansas City, Mo.
Insurance Monitor, 100 William Street, New York.
Insurance News, 337 Walnut Street, Philadelphia, Penn.
Insurance Observer, 37 Liberty Street, New York.
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Journal of the American Institute of Criminal Law and Criminology,
31 West Lake Street, Chicago, Ill.
Lackawanna Jurist, Scranton, Penn.
Law Bulletin, 179 West Washington Street, Chicago, Ill.
Law Bulletin, 409 Grant Street, Pittsburgh, Penn.
Law Journal, 512 Hammond Bldg., Detroit, Mich.
Law Journal, 19 Murray Street, New York.
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Law Review, Lancaster, Penn.
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Legal Intelligencer, West End Trust Bldg., Philadelphia, Penn.
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Ohio Law Reporter, 650 Main Street, Cincinnati, O.
Pacific Underwriter, 417 Montgomery Street, San Francisco, Calif.
Quarterly of the National Fire Protection Association, 87 Milk Street, Boston, Mass.
Record, Des Moines, Ia.
Record, Republic Bldg., Louisville, Ky.
Record, 15 East Saratoga Street, Baltimore, Md.
Record, 309 Fullerton Bldg., S. E. corner 7th and Pine Streets, St. Louis, Mo.
Record, 318 South 19th Street, Omaha, Neb.
Record, 156 Broadway, New York.
Record, 29 North Water Street, Rochester, N. Y.
Recorder, Sacramento, Calif.

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Report, Bakersfield, Calif.
Report, Stockton, Calif.
Reporter, 39 East Noble Street, Columbus, O.
Reporter, Chester, Penn.
Reporter, Reporter Bldg., Milwaukee, Wis.
Revue de Jurisprudence, 17-19 St. James Street, Montreal, Quebec, Canada.
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Canada Lumberman and Woodworker, 347 Adelaide Street, West, Toronto, Ontario, Canada.
Cut-Over Lands, Fullerton Bldg., St. Louis, Mo.
Dixie Woodworker, Trust Co. of Georgia Bldg., Atlanta, Ga.
Gulf Coast Lumberman, Carter Bldg., Houston, Tex.
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Hardwood Record, 537 South Dearborn Street, Chicago, Ill.
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American Anthropologist, New Era Printing Co., 41 North Queen Street, Lancaster, Penn.
The American Dentist, 9 S. Clinton Street, Chicago, Ill.
American Journal of Anatomy, 36th Street and Woodland Avenue, Philadelphia, Penn.
American Journal of Diseases of Children, 535 North Dearborn Street, Chicago, Ill.
American Journal of Electrotherapeutics and Radiology, Scientific Authors Publishing Co., 2020 Broadway, New York.
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American Journal of Orthopedic Surgery, 126 Massachusetts Avenue, Boston, Mass.
American Journal of Physical Anthropology, The Smithsonian Institute, Washington, D. C.
American Journal of Public Health, 169 Massachusetts Avenue, Boston, Mass.
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American Journal of Veterinary Medicine, 9 South Clinton Street, Chicago, Ill.
American Medical Association Bulletin, 535 North Dearborn Street, Chicago, Ill.
American Medicine, 18 East 41st Street, New York.
American Open Air School Journal, 1140 Real Estate Trust Bldg., Philadelphia, Penn.
Anatomical Record, Wistar Institute of Anatomy and Biology, 36th Street and Woodland Avenue, Philadelphia, Penn.
Annals of Surgery, Washington Square, Philadelphia, Penn.
Archives of Diagnosis, 141 West 36th Street, New York.
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- Dental Register*, 35 West 5th Street, Cincinnati, O.

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Dental Summary, Toledo, O.
Detroit Medical Journal, 103-5 Broadway, Detroit, Mich.
Dominion Dental Journal, Richmond and Sheppard Streets,
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Dominion Medical Monthly, 203 Beverley Street, Toronto,
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Eclectic Medical Journal, 630 West 6th Street, Cincinnati, O.
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Good Health Clinic, 209 West Borden Avenue, Syracuse, N. Y.
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Health Culture Magazine, 1123 Broadway, New York.
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Healthy Home Quarterly, Athol, Mass.
Homeopathician, East Liberty Street, Pittsburgh, Penn.
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Journal of Bacteriology, 2419 Greenmount Avenue, Baltimore, Md.
Journal of Cancer Research, 2419 Greenmount Avenue, Baltimore,
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36th Street and Woodland Avenue, Philadelphia, Penn.
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- Journal of Parasitology*, Urbana, Ill.
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- Journal of the American Association of Official Surgeons*, 208 North Ashland Avenue, Chicago, Ill.
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- Journal of the American Osteopathic Association*, 16 Jay Street, New York.
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- Journal of the Florida Medical Association*, St. James Bldg., Jacksonville, Fla.
- Journal of the Indiana State Medical Association*, Ft. Wayne, Ind.
- Journal of the Iowa State Medical Society*, 402 Equitable Bldg., Des Moines, Iowa.
- Journal of the Kansas Medical Society*, 612 Kansas Avenue, Topeka, Kan.
- Journal of the Maine Medical Association*, 148 Park Street, Portland, Me.
- Journal of the Medical Society of New Jersey*, Orange, N. J.
- Journal of the Michigan State Medical Society*, Powers Theater Bldg., Grand Rapids, Mich.

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- Journal of the National Medical Association*, Tuskegee Institute, Ala.
Journal of the Oklahoma State Medical Association, Muskogee, Okla.
Journal of the Outdoor Life, 381 Fourth Avenue, New York.
Journal of the South Carolina Medical Association, Seneca, S. C.
Journal of the Tennessee State Medical Association, Doctors Bldg., Nashville, Tenn.
Kentucky Medical Journal, State and Twelfth Streets, Bowling Green, Ky.
Laryngoscope, 3858 Westminster Place, St. Louis, Mo.
Leucocyte, 42 Sproat Street, Detroit, Mich.
Life and Health, Takoma Park Station, Washington, D. C.
Long Island Medical Journal, 364 Washington Avenue, Brooklyn, New York.
Massachusetts Medical Journal, 224 Milk Street, Boston, Mass.
M. D., 117 West 76th Street, New York.
Medical Annals, 170 Washington Avenue, Albany, N. Y.
Medical Brief, 313 North 9th Street, St. Louis, Mo.
Medical Collegian, Augusta, Ga.
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Medical Economist, 104a Floyd Street, Brooklyn, N. Y.
Medical Fortnightly and Laboratory News, 319 Century Bldg., St. Louis, Mo.
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Medical Insurance and Health Conservation, P. O. Box 207, Dallas, Tex.
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Medical Pickwick, 15 East 26th Street, New York.
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New Orleans Medical and Surgical Journal, 1551 Canal Street, New Orleans, La.
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Northwest Medicine, Cobb Bldg., Seattle, Wash.
Nurse, Jamestown, N. Y.
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Pacific Coast Journal of Homeopathy, 3698 California Street, San Francisco, Calif.
Pacific Coast Journal of Nursing, 722 Call Bldg., San Francisco, Calif.
Pacific Dental Gazette, 323 Geary Street, San Francisco, Calif.
Pacific Medical Journal, 1065 Sutter Street, San Francisco, Calif.
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Philosophy of Health, 3209 West Fairview Place, Denver, Col.
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- Canadian Municipal Journal*, 504 Coristine Bldg., Montreal, Quebec, Canada.
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- The Constitution, Law and Order Under the Constitutions, Inc.*, Albany, N. Y.

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County Commissioners' Magazine, 610-11 Merrill Bldg., Milwaukee, Wis.
Delaware Magazine, Wilmington, Del.
The Federator, 910 Third Avenue, Los Angeles, Cal.
Gas Age, 52 Vanderbilt Avenue, New York.
Gas Industry, 68 West Huron Street, Buffalo, N. Y.
Gas Record, Monadnock Block, Chicago, Ill.
Kansas Municipalities, Lawrence, Kan.
La Follette's Monthly Magazine, Madison, Wis.
Minnesota Municipalities, Minneapolis, Minn.
Modern City, Franklin Bldg., Baltimore, Md.
Municipal and County Engineering, Wulsin Bldg., Indianapolis, Ind.
Municipal Journal, Baltimore, Md.
Municipal Law Reporter, Hanover, Penn.
Municipal News, Central Bldg., Seattle, Wash.
Municipal Searchlight, Reibold Bldg., Dayton, O.
Municipal World, St. Thomas, Ontario, Canada.
Municipality, Madison, Wis.
National Municipal Review, 703 North American Bldg., Philadelphia, Penn.
National Review, 710 Fourteenth Street, N. W., Washington, D.C.
Pacific Municipalities, Pacific Bldg., San Francisco, Calif.
Parks and Recreation, Seattle, Wash.
Playground, 1 Madison Avenue, New York.
Public Service, Peoples Gas Bldg., Chicago, Ill.
Public Works, 243 West 39th Street, New York.
Searchlight, 737 Woodward Bldg., Washington, D. C.
Southern Good Roads, Lexington, N. C.
Texas Municipalities, Austin, Tex.
Town Development, 118 East 28th Street, New York.
The Twilight Hour, Charles M. Street, Publisher, 2926 Sacramento Street, St. Joseph, Mo.
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American Stationer and Office Outfitter, 10 East 39th Street, New York.
Ars Typographica, 114 East 13th Street, New York.
Ben Franklin Monthly, 306 South Canal Street, Chicago, Ill.
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Bookseller, and Stationer and Office Equipment Journal, 143 University Avenue, Toronto, Ontario, Canada.
Bookseller Newsdealer and Stationer, 156 Fifth Avenue, New York.
Crowley's Magazine, 3291 Third Avenue, New York.
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The Editor, Ridgewood, N. J.
Fibre Containers, 343 South Dearborn Street, Chicago, Ill.
Illinois Publisher, 219½ South 5th Street, Springfield, Ill.
The Inland Printer, Inland Printer Co., 632 Sherman Street, Chicago, Ill.
Magazine Pilot, West 25th Street and Library Avenue, Cleveland, O.
National Lithographer, 150 Nassau Street, New York.
National Newsdealer and Stationer, 40 Jackson Avenue, Long Island City, N. Y.
National Printer-Journalist, 4610 Ravenswood Avenue, Chicago, Ill.
Nebraska Printer, Edgar, Neb.
Pacific Printer and Publisher, 240 Sansome Street, San Francisco, Calif.
Pacific Stationer and Bookseller and Western Office Outfitter, 88 First Street, San Francisco, Calif.
Paper, 131 East 23d Street, New York.
Paper and Ink, 33 West 42d Street, New York.
Paper and Type, 33 West 42d Street, New York.
Paper Box Maker, Tribune Bldg., New York.
The Paper Bulletin, 141 East 25th Street, New York.

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Paper Maker's Journal, 26 South Hawk Street, Albany, N. Y.
Paper Mill and Wood Pulp News, Tribune Bldg., 154 Nassau Street, New York.
Paper Trade, 186 North La Salle Street, Chicago, Ill.
Paper Trade Journal, 150 Nassau Street, New York.
Pep, 1279 West 3d Street, Cleveland, O.
Printer and Publisher, 143 University Avenue, Toronto, Ontario, Canada.
Printing, Walden-Mott Co., Inc., New York.
Printing Art, Cambridge, Mass.
Progressive Printing, Pittsfield, Mass.
Publishers' Weekly, 62 West 45th Street, New York.
Pulp and Paper Magazine of Canada, 35 St. Alexander Street, Montreal, Quebec, Canada.
The Shears, Haywood Bldg., Lafayette, Ind.
United States Paper Maker, 41 Park Row, New York.
Walden's Stationer and Printer, 41 Park Row, New York.
The Writer, P. O. Box 1905, Boston, Mass.
Writer's Bulletin and Literary Review, 32 Union Square, East, New York.
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- Alaska Railroad Record*, Anchorage, Alaska.
American Railroads, 81 Broadway, New York.
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Canadian National Railways Employees' Magazine, Moncton, New Brunswick, Canada.
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- Milwaukee Railway System Employes' Magazine*, Railway Exchange, Chicago, Ill.
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- Pacific Semaphore*, Wells-Fargo Bldg., Portland, Ore.
- Pere Marquette Magazine*, 405 Union Depot Bldg., Detroit, Mich.
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Railway Post Office, 115 East 35th Street, Kansas City, Mo.
Railway Review, 537 South Dearborn Street, Chicago, Ill.
Railway Signal Engineer, 608 South Dearborn Street, Chicago, Ill.
Railway Surgical Journal, 538 South Clark Street, Chicago, Ill.
Railwayman, 1500 Grand Avenue, Kansas City, Mo.
Rock Island Magazine, Room 927, La Salle Street Station, Chicago, Ill.
Safety, 14 West 24th Street, New York.
Santa Fe Magazine, 1707 Railway Exchange, Chicago, Ill.
Scenic Lines Employes' Magazine, Railroad Bldg., Denver, Col.
Street Railway Bulletin, 12 Pearl Street, Boston, Mass.
Texas Railway Journal, Box 155, Fort Worth, Tex.
Traffic Bulletin, 418 South Market Street, Chicago, Ill.
Train Dispatchers Bulletin, 7122 Stewart Avenue, Chicago, Ill.
Tramway Bulletin, Tramway Bldg., Denver, Col.
Transfer and Storage, 239 West 34th Street, New York.
Western Railway Journal, 307 West First Street, Los Angeles, Calif.

Shoes, Leather, and Related Trades Journals

American Review of Shoes and Leather, 201 Walnut Place, Philadelphia, Penn.
American Shoe and Leather Exporter, 136 West Lake Street, Chicago, Ill.
American Shoemaking, 683 Atlantic Avenue, Boston, Mass.
Boot and Shoe Recorder, 207 South Street, Boston, Mass.
Bulletin of Leather and Shoe News, 183 Essex Street, Boston, Mass.
Coast Shoe Reporter, 533 Pacific Bldg., San Francisco, Calif.
Footwear-Fashion, 176 Federal Street, Boston, Mass.
Footwear in Canada, 347 Adelaide Street, West, Toronto, Ontario, Canada.
Hide and Leather, 136 West Lake Street, Chicago, Ill.
Leather Manufacturer, 683 Atlantic Avenue, Boston, Mass.
Shoe and Leather Facts, Drexel Bldg., Philadelphia, Penn.
Shoe and Leather Journal, 1229 Queen Street, West, Toronto, Ontario, Canada.
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Superintendent and Foreman, 127 Federal Street, Boston, Mass.
Trunks, Leather Goods and Umbrellas, 119 South Fourth Street, Philadelphia, Penn.

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Agrimotor, 36 South State Street, Chicago, Ill.
American Bottler 218, East 37th Street, New York.
American Fertilizer, 1010 Arch Street, Philadelphia, Penn.
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Awning and Shade Record, 805 Prospect Place, Brooklyn, N. Y.
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Gulf Marine Register, New Orleans, La.
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Ice and Refrigeration, 431 South Dearborn Street, Chicago, Ill.
India Rubber Review, Hamilton Bldg., Akron, O.
India Rubber World, 25 West 45th Street, New York.
International Auctioneer, 440 South Dearborn Street, Chicago, Ill.
Journal of Acetylene Welding, Peoples Gas Bldg., Chicago, Ill.
Laundryman's Guide and Cleaning and Dyeing Trades Journal,
Hurt Bldg., Atlanta, Ga.
Massachusetts Iceman, 201 Devonshire Street, Boston, Mass.
National Cleaner and Dyer, 120 Ann Street, Chicago, Ill.
National Laundry Journal, 120 Ann Street, Chicago, Ill.
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Pacific Laundryman, 803 Crary Bldg., Seattle, Wash.
Park and Cemetery and Landscape Gardening, 536 South Clark
Street, Chicago, Ill.
Peanut Promoter, Suffolk, Va.
Personal Efficiency, 4046 South Michigan Avenue, Chicago, Ill.
Publishers' Weekly, 62 West 45th Street, New York.
Purchasing Agent, 19 Park Place, New York.
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ALFRED A. KNOPF, Inc., 220 West 42d Street, New York.
JOHN LANE COMPANY, 116 West 32d Street, New York.
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